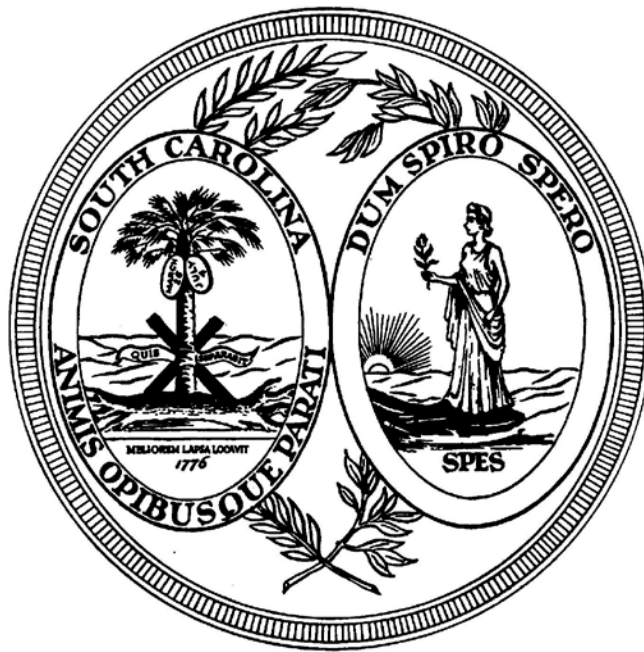


STATE OF SOUTH CAROLINA

GOVERNOR'S OFFICE OF EXECUTIVE POLICY AND PROGRAMS (OEPP)

ACCOUNTABILITY REPORT



FISCAL YEAR 2005-2006

2005-2006 Accountability Report

Governor's Office of Executive Policy and Programs

Section I - Executive Summary

The Office of Executive Policy and Programs (OEPP) provide administrative and financial services for the Governor's Office, including the Executive Control of State (ECOS) and the Governor's Mansion and Grounds. Additionally, the thirteen offices within OEPP provide a wide variety of essential constituent services to the residents of South Carolina. These essential services include providing assistance to abused and neglected children, children with emotional and behavioral problems, victims of crime, people with disabilities, veterans, small and minority businesses and others. (Refer to Section II, number 12 – Major Program Area Chart for a description of each office's function.) The content of this report will only address the thirteen program offices within OEPP.

Mission Statement

The mission of OEPP is to enhance the lives of the citizens of South Carolina by providing essential services through open and accountable government...

Vision

OEPP will become state government's leader in providing seamless services that will result in the highest level of customer satisfaction and public trust.

Values

In support of Governor Mark Sanford's goals, OEPP's organizational values are to:

- Provide exceptional customer service
- Promote open and accountable government
- Operate efficiently with fiscally responsibility
- Maintain a commitment to servant leadership

... *IT'S ABOUT SERVING PEOPLE!!!*

Major Achievements for FY 2005-2006

- The Client Assistance Program resolved 183 full cases without resorting to formal hearings or litigation.
- The time applicants spent on the Continuum of Care's (COC) "waiting list" (time between completed application and selection for service) decreased by 127 days.
- COC served 487 children during FY2005-2006 (a 21% increase over the number of children served during the previous fiscal year).
- The Offices of Crime Victims Ombudsman (CVO) and State Office of Victim's Assistance (SOVA) planned and implemented the first South Carolina Crime Victims' Unity Ceremony. Approximately 150 victim service providers from across the state attended.
- During FY 2005-2006, CVO processed the highest number of assists/referrals (567) in the history of this office.
- The Developmental Disabilities Council (DDC), through their sub-grantees, trained 811 people in health care services, 52 in recreation, and 265 in formal/ informal community supports.
- Through the efforts of the DDC and their sub-grantees, 41 businesses/employers employed adults with developmental disabilities. Through DDC efforts 140 systematic advocacy programs were created or improved.
- Citizen Volunteers from local Foster Care Review Boards (FCRB) participated in 85 partners' meetings with representatives from county Department of Social Services (DSS), county Foster Parent Associations and county volunteer Guardian ad Litem Programs to discuss county specific issues and trends noted during review board meetings.

- Local FCRB demonstrated their commitment to children, families, and communities by donating book bags, books and school supplies; supporting the DSS recruitment campaign for foster and adoptive families; contributing to local Foster Parent Association projects; establishing clothes closets for county DSS offices; and providing gifts for children in foster care at Christmas.
- FCRB legal staff advocated for safety and permanency on behalf of 303 children and attended court on behalf of 101 children. Upon the request of local review boards, FCRB conducted in-depth assessments on behalf of 64 children in therapeutic placements funded by Medicaid and conducted case follow-up on behalf of 222 children.
- FCRB staff and volunteers supported the establishment and implementation of the “SC Heart Gallery,” a photo gallery exhibit and website of SC Children in Need of Adoptive Families.
- Through a combined effort of FCRB, the SC Victim’s Assistance Children’s Network and the Department of Social Services, Senate Bill 85 was signed into law on May 26, 2005. This bill strengthens the Central Registry of Child Abuse and Neglect by mandating that all people who physically or sexually abuse a child, willfully or recklessly neglect a child, appear on the registry.
- The Guardian Ad Litem program (GAL) was awarded two significant grants:
 - 1) Victims of Crime Act Grant (\$10,300) to hold a volunteer training conference (held in August 2006).
 - 2) Interest on Lawyers’ Trust Accounts Grant (\$150,000) for County Attorneys to represent volunteers.
- The GAL program completed and passed the National Court Appointed Special Advocate Association (NCASAA) state program self-assessment for best practices.
- The Office of Economic Opportunity (OEO) negotiated \$3,000,000 from SCE&G for a special Winter Assistance Fund administered via 15 community action agencies to help low-income natural gas customers pay their bills. The result was an additional 10,545 low-income individuals being served than could have been helped through the Office’s regular federal allocation.
- OEO uncovered fraud in one sub-grantee Weatherization program and successfully managed the repayment of questioned costs. Over 114 homes were inspected to review areas of non-compliance and determine corrective action.
- OEO worked with the community action network to create the first-ever Statewide Technology Committee to create a long-term technology plan for sub-grantees.
- OEO hosted two statewide training events: *Internal Controls and Fraud Prevention* with Gerry Zack and *Whole House Weatherization Training* with New River Center Energy Research Training (NRCERT) using a special grant obtained from USDOE.
- OEO’s first hearing was held in accordance with 24 CFR Part 49 and the State Administrative Procedures Act to reinstate the Community Service Block Grant (CSBG) program to an at-risk sub-grantee. In addition, OEO hosted two (2) team visits to the agency to monitor compliance and provide training and technical assistance.
- OEO combined the monitoring process for Community Service Block Grant (CSBG) and Low Income Home Energy Assistance Program (LIHEAP) to ensure a more holistic analysis of the overall health of the agency when assessing the performance of sub-grantees. This action cut OEO travel expenses by approximately 33%.
- OEO received a special grant to host Whole House Weatherization trainings for sub-grantees. This new approach to Weatherization should drastically increase energy savings on weatherized homes.
- The Office of Small and Minority Business Assistance (OSMBA) received approval from the Government Oversight Committee for creation of a new database and on-line reporting system. The new database will increase the efficiency in the procurement processes, allow agencies to submit reports electronically, reduce processing time while increasing efficiency and accuracy of the data, and provide real-time information of expenditures.

- A youth entrepreneur nominated by OSMBA for the SC Council on Economic Education Youth Entrepreneur Program received the Merrill Lynch Young Entrepreneur Award for 2006.
- A new State Office of Victims Assistance (SOVA) policy was created for the reimbursement of forensic interviews. Criteria were put in place to ensure that interviews reimbursed by SOVA are conducted according to the outlined standard of care.
- The Office of Veterans' Affairs (OVA) successfully counseled veteran and coordinated benefits with US Department of Veterans Affairs for over 412,000 SC veterans, their families, and survivors. This resulted in \$1.17 billion in federal veterans' benefits being realized in South Carolina.
- The OVA started construction of the state veterans' cemetery in Anderson, SC.
- OVA accomplished 27,000 constituent contacts, offering and responding to requests for assistance.
- Despite a 6.5% increase in mail volume received during the legislative session (compared with 2005), all constituent letter requests assigned to Correspondence staff were completed within deadlines.
- The Ombudsman's Office successfully managed the Governor's Citizenship Awards Program and Reading Honor Roll, Volunteer Awards and annual United Way Campaign.
- The Human Resource (HR) office developed and delivered Employee Performance Management System (EPMS) training for all supervisors in OEPP. Approximately 80 supervisors attended the training which emphasized accountability, communication, diagnosis of substandard performance, documentation, and timely completion of documents.
- HR prepared and submitted the annual EEO Report to the State Human Affairs Commission (SHAC). This year OEPP reached 94.9% goal attainment, the third highest ranking among like-sized agencies statewide.
- HR organized and conducted OEPP's state service recognition ceremony. Twenty-eight employees were recognized for their dedicated service to South Carolina and received certificates and pins.
- A new internet web site for Human Resources was developed and introduced. The new website includes information on benefits, job opportunities, policies and procedures, forms, training, orientation, and HR updates. The new site also has a section called "Supervisor's Toolkit" which provides supervisors information on employee performance management, classification and compensation, frequently used supervisory forms, employee regulations, and new guidelines for recruiting and hiring. This new web site greatly improves efficiency, customer service capabilities and communication among OEPP employees.
- All OEPP websites were overhauled to be more customer friendly and to provide customers and stakeholders easier access to information.

Key Strategic Goals for Present and Future Years

OEPP's Strategic Plan includes goals with supporting strategies and accountability in the areas of Leadership, Customer Satisfaction, Information and Analysis, Human Resources, and Process Management. Supporting action plans and related key measures have been developed by each office, including specific office goals. Each office reports the status and achievement of these goals and will continue to develop new goals on an ongoing basis as a means to promote continuous improvement. Some of the specific office goals are detailed in the "Major Achievements", Chart III.2.2, Table III.4.3 and the tables within Section III - category 7. For this report, each OEPP office reported on two goals.

CLIENT ASSISTANCE PROGRAM

1. Advocate and resolve CAP cases at the lowest possible level in the alternative dispute resolution system.
2. Increase outreach to traditionally underserved populations of persons with disabilities in the state.

CONTINUUM OF CARE

1. Ensure appropriate assessment, planning and service coordination for severely emotionally disturbed youth.
2. Ensure severely emotionally disturbed youth have appropriate access to a full array of community based and residential services.

CORRESPONDENCE

1. Improve response time for legislative/policy mail assigned to senior staff.
2. Improve consistency of mail being logged and routed within 24 hours of receipt.

CRIME VICTIMS OMBUDSMAN

1. Efficiently resolve complaints made by crime victims.
2. Ensure ethical performance and accountability regarding victims of crime.

DEVELOPMENTAL DSABILITIES COUNCIL

1. Work to provide employment for persons with disabilities.
2. Use best practices in transitional planning and services for employers, service providers, and school districts.

FOSTER CARE REVIEW BOARD

1. Increase public knowledge and understanding about the role and responsibilities of the Review Board through the State Board of Directors and local Review Boards.
2. Collaborate with state and national partners to improve the many systems that impact children in foster care.

GUARDIAN AD LITEM

1. Increase quantity and quality of volunteers recruited, trained and retained to advocate for children in Family Court in abuse and neglect cases; provide volunteer advocates in 90% of child abuse and neglect cases.
2. Create stability of funding for the Guardian ad Litem Program.

OFFICE OF ECONOMIC OPPORTUNITY

1. Make South Carolina a benchmark state in the field of community action.
2. Ensure all agency performance activities are completed according to set deadlines.

OMBUDSMAN OFFICE CHILDREN'S AFFAIRS/CCRS

1. Respond to written inquiries within 5 days or less, 90% of the time.
2. Respond to telephone inquiries within 24 hours of receipt, 100% of the time.
3. Track agency referral and response time of 30 days and implement a system of follow up if agencies have not followed up within 30 days.
4. Continuously research and share information pertaining to goods, services and programs available to constituents in South Carolina.

SMALL & MINORITY BUSINESS ASSISTANCE

1. Administer the State of South Carolina's minority certification program while supporting state agencies in achieving their missions and goals.
2. Act as an advocate for the State's Minority Business Enterprise Program and promote the interests of South Carolina's small and minority businesses.

STATE OFFICE OF VICTIM'S ASSISTANCE

1. Be efficient and responsive in serving the financial and emotional needs of crime victims in South Carolina.
2. Ensure accountability in the expenditure of state funds designated for victim assistance in South Carolina.

VETERANS' AFFAIRS

1. Improve upon an already excellent service of advocacy and assistance to our State's 412,000 veterans and their family members, by enhancing training programs for staff and County Veterans Affairs Officers. Increase the federal benefits received by SC veterans over the FY 2006 total of \$1.17 billion.
2. Successfully open the new Veterans Victory Home and the State Veterans' Cemetery.

Opportunities and Barriers

Listed below are opportunities and barriers that may affect OEPP offices' success in fulfilling its mission and achieving their strategic goals.

Opportunities

1. Collaborative efforts occurred with state agencies, private entities, legislative groups, consumers, etc. Specific examples include:
 - The Continuum of Care (COC) worked on improving services for emotionally disturbed children. COC's efforts included 1) working on standardization of screening, assessment and service criteria and increasing families' freedom of choice of providers; 2) increased coordination and collaboration among educational and mental health providers when working with emotionally handicapped children; 3) screening and assessment tools and improved access to service, as well as, increasing the use of evidence based practices; 4) interagency monitoring of contracted providers and 5) interagency transitional services workgroups.
 - In FY 2005 – 2006 local Foster Care Review Boards (FCRB) began reporting specific sets of statistics to local legislators to inform them of findings and activities. FCRB's annual report is also presented to local legislative delegations and board members. This provides an avenue to discuss child welfare issues, needs and activities specific to their communities.
 - FCRB's State Board of Directors established two Ad Hoc Committees and tasked them with specific duties structured to enhance the Review Board's primary mission of providing an external system of accountability and advocacy for children and families involved in the foster care system. In 2006, the State Board of Directors revised their policies to make these Ad Hoc Committees permanent working committees of the State Board.
 - Several offices have established better working relationships with their sub-grantees.
 - The Office of Small and Minority Business (OSMBA) and the CAP have coordinated outreach efforts with state agencies to help defray outreach efforts' expenses.
 - Client Assistance Program staff maintains a high level of cooperation and collaboration between itself and private and government service provider agencies to help ensure the rights of persons with disabilities in employment matters.
2. Use of (internal and external) resources:
 - The CAP staff is highly trained and experienced in alternative dispute resolution.
 - COC increased its focus on using "informal" community services. This provided an opportunity for customers to develop support systems with community groups and organizations.
 - Through internal restructuring, the Office of Economic Opportunity is focusing resources on eliminating backlog and meeting all deadlines.
 - The Guardian ad Litem (GAL) office is assisting county staff with local program management which enhances compliance to state standards in every locale. Additional administrative staff is available to assist volunteers with case management.
 - An additional \$160,300 in grant monies was awarded to South Carolina through effort of the GAL program. A portion of the money was used for a statewide volunteer training conference with the focus on recruiting new volunteers and facilitating volunteer retention via improved court outcomes for children. The remainder is used to pay attorney fees for representation in family court hearings.
 - The Veteran's Affairs office is working toward opening the third veterans' nursing home and the first State Veterans' Cemetery.
3. Increased communication

All offices with OEPP communicate strategic goals to staff, stakeholders, customers, etc. Two offices increased efforts to communicate with the Hispanic community; CAP office translated its website into Spanish and the OSMBA translated its brochure into Spanish.

CAP, COC and OSMBA offices increased their outreach efforts. Two offices redesigned their outreach literature/brochures to better communicate mission, values and program services. The CAP has increased their outreach effort to traditionally underserved populations in the state.

4. Technology

- All offices with OEPP have updated and improved websites. The GAL program's new website offers volunteer applications on-line and an enhanced public information access. Office of Small and Minority Business (OSMBA) has created an electronic reporting system for agencies and has redesigned their website and on-line capabilities.
- The GAL program implemented a new training database for staff and volunteers.

Barriers:

1. Perceptions and/or involvement of the public

- Biased attitudes regarding persons with disabilities were identified as a barrier to their employment.
- Fragmented support and cooperation between victim advocates was identified as a barrier to efficiency and responsiveness in serving crime victims.
- Minimal coordination of small business information by agencies and business organizations decreases the resource assistance available to all businesses and possible duplication of publications and guides.

2. Limited resources:

- Available transportation in rural areas is lacking, particularly transportation for persons with disabilities.
- The lack of external monitoring of certain types of service providers is a barrier. By not having data readily available, offices are unaware of changes in service provision, compliance with standards, and (most importantly) overall safety of the children and community.
- Limited staff resources to perform specific tasks, including legal research and legislative tracking, are a barrier.
- The increasing number of children entering and remaining in the foster care system taxes existing resources and makes it difficult to accomplish legal mandates.
- The inability to measure statewide compliance to best practices and/or data accuracy in remote locations is a barrier.

3. Regulations

- The reinterpretation of some regulations has an impact on service provision. This creates barriers for both state agencies and some OEPP stakeholders. These interpretations may result in fewer services available to emotionally disturbed children.
- The inability to impose penalties/sanctions against violators of the Victims' Bill of Rights is a barrier.

How the accountability report is used to improve organizational performance

OEPP uses the annual accountability report to drive performance expectations and continuous improvement. As part of the accountability process, each office area is asked to provide goals for each fiscal year. These goals must be clearly linked to OEPP's Strategic Plan and must reflect the Governor's values. Because of the diversity of programs within OEPP, the accountability report help senior leadership to monitor and evaluate progress toward achieving OEPP's overall mission and Governor Sanford's values.

Section II - Organization Profile

OEPP houses thirteen distinctly different major program areas, each created to serve the residents of South Carolina in key areas of interest and need as statutorily mandated or otherwise identified or required. Due to the diversity of each program area, the agency is subdivided into separate offices for each set of related programs. The Office of Administrative Services, including Finance, Human Resources, Procurement, and Information Technology, forms the basis for administrative support for each program area and for ECOS staff.

1. OEPP's main products and/or services and the primary methods by which these are delivered
2. OEPP's key customers segments and their key requirements/expectations
3. OEPP's key stakeholders
4. OEPP's key suppliers and partners

Please refer to Table II.1 for OEPP's response to these four items. This table identifies the major program areas in OEPP, their key services, customers and stakeholders.

Table II.1.1 – OEPP's Key Services, Customers/Stakeholders and Partners

Office	Key Services	Key Customers/ Stakeholders	Key Partners
Client Assistance Program (CAP)	Information and referral services provided via telephone and personal contact. Alternative dispute resolution services provided through personal representation of the client.	Persons with disabilities and their families who desire information or who are disputing services provided by the state Vocational Rehabilitation Department, Commission for the Blind, and Independent Living Programs.	<ul style="list-style-type: none"> • SC Vocational Rehabilitation Department • Commission for the Blind • Independent Living Programs • Governor's Committee on Employment of Persons with Disabilities • Statewide service organizations that serve the employment needs of persons with disabilities.
Continuum of Care (COC)	Case management for children with serious emotional challenges and their families. Through case management efforts, the Continuum develops a plan of needed services; advocates; assesses and coordinates services; offers information, training and support for the family; and has regular contact with the child, family and treatment team.	<ul style="list-style-type: none"> • Children and adolescents with serious emotional challenges who are clients of COC • Families of children and adolescent who are COC clients. • Children and families who have made application for services. • State Agencies and schools who serve emotionally challenged children. • Service providers who serve emotionally challenged children. 	<ul style="list-style-type: none"> • In some instances, stakeholders are also partners. State agencies, schools, public and private (formal and informal) service providers' all partner with us to help provide services to our children and families. • The Department of Health and Human Services is another partner.
Correspondence	Manages/maintains database of all mail received and answered in the Governor's Office. Tracks status of all mail routed throughout the Governor's Office and provides assistance in responding when needed. Provides reports regarding all mail received. Responds to constituent requests for various letters. Prepares all proclamation requests. Maintains an extensive filing system of mail received and responses sent so that copies can be easily obtained by all staff.	<ul style="list-style-type: none"> • Constituents who request various letters. • Legislators/state agencies/ community organizations that request various letters. 	<ul style="list-style-type: none"> • Cabinet and other State agencies • OEPP senior leaders and management.

Office	Key Services	Key Customers/ Stakeholders	Key Partners
Crime Victims' Ombudsman (CVO)	Upon receipt of complaints from crime victims when their rights have been violated according to the Victims' Bill of Rights, the Office of the Crime Victims' Ombudsman conducts an inquiry on behalf of the crime victim against elements of the criminal and juvenile justice systems or victim assistance programs, or both.	Crime victims of South Carolina	Agencies in the State that work with crime victims
Developmental Disabilities Council (DDC)	Awarding of grants to enable persons with developmental disabilities live more fully and independently.	People with developmental disabilities and their family members and service providers.	<ul style="list-style-type: none"> The Center for Disability Resources Center for Developmental Disabilities Various state agencies Non-profit organizations
Office of Economic Opportunity (OEO)	<p>Grants Administration: OEO serves as the state pass-through entity for federal grant funds aimed at increasing the self-sufficiency of low-income persons. As the pass-through entity, OEO is responsible for preparation of the state plans, monitoring of grant expenditures and activities by sub-grantees, and training and technical assistance. OEO operates four major grants:</p> <ol style="list-style-type: none"> 1. Community Services Block Grant (CSBG) –US Department of Health and Human Services; funds case management programs and emergency services such as rent, mortgage, and food assistance. 2. Low-Income Home Energy Assistance Program (LIHEAP) - US Department of Health and Human Services; assistance with utility bills for low-income persons. 3. Weatherization Assistance Program (WAP) –US Department of Energy; weatherizing dwellings of low-income persons to increase energy efficiency. 4. Emergency Shelter Grants Program (ESGP) –US Department of Housing and Urban Development; funds for client assistance and operating expenses for homeless shelters. 	<ul style="list-style-type: none"> 15 community action agencies 30-40 homeless shelters federal funding sources local electric companies vulnerable, low-income residents throughout the state 	<ul style="list-style-type: none"> South Carolina Association of Community Action Partnerships SCE&G Progress Energy Duke Power SC Department of Social Services Area Councils on Aging
Foster Care Review Board (FCRB)	<p>FCRB monitors progress in achieving permanent placements for children in foster care by providing an external system of accountability and advocacy for children and families involved with the foster care system through citizen volunteers.</p> <p>There are 38 local foster care review boards currently serving 4,854 children.</p>	<ul style="list-style-type: none"> Children and families involved in the foster care system in South Carolina are the primary customers. Volunteers appointed to serve on local Review Boards and the State Board of Directors. Stakeholders are public and non-profit child welfare agencies that partner with the Review Boards and local communities across the state. 	<ul style="list-style-type: none"> SC Dept of Social Services SC Foster Parent Association Volunteer Guardian ad Litem Program SC Department of Mental Health SC Department of Disabilities and Special Needs SC Department of Alcohol and Other Drug Abuse Services SC Association of Children's Homes and Family Services SC Department of Health and Human Services SC Department of Juvenile Justice SC Heart Gallery Prevent Child Abuse SC Children's Trust Fund VOICES for Children in SC.
Guardian Ad Litem (GAL)	<p>Recruits and trains volunteer child advocates.</p> <p>Supervises volunteer child advocates in independent assessment of case facts and presentation of reports and recommendations to the Family Court in cases of abuse and neglect brought by DSS to court.</p>	<ul style="list-style-type: none"> Abused and Neglected Children of South Carolina The Department of Social Services Foster Care Review Board Citizens Review Panel Foster Parents' Association 	Family Court Bench of South Carolina

Office	Key Services	Key Customers/ Stakeholders	Key Partners
Ombudsman Children's Affairs/ Children's Case Resolution System (CCRS)	<p>The Office of Constituent Services handles complaints regarding state agencies and provides information about, and referral to, state agencies and their services. The Office handles written and telephone inquiries, and meets with constituents when necessary.</p> <p>The Office of Constituent Services also organizes special events and coordinates the Governor's Reading Honor Roll and Citizenship Awards Program. The office is responsible for coordinating the annual United Way State Employee Campaign and the Emergency Support Function 18 within the Governor's Office.</p> <p>The Office of Children's Affairs arbitrates and mediates services among agencies serving difficult cases and provides ombudsman services for families and children.</p>	<ul style="list-style-type: none"> Residents of South Carolina City, County and Federal Government offices Non-profit organizations All other state agencies Schools and school districts Law enforcement agencies Non residents of South Carolina experiencing difficulty or having questions about SC government agencies. 	<ul style="list-style-type: none"> OEPP senior leaders Cabinet and other state agencies.
Small and Minority Business (OSMBA)	<p>Administers South Carolina's minority certification program. OSMBA also supports state agency's missions and goals by providing assistance in developing policies and procedures to facilitate awarding contracts to small and minority firms. Activities are focused on helping small and minority businesses to:</p> <ul style="list-style-type: none"> Maximize contracting opportunities Develop organizational alliances to provide technical assistance Develop and sponsor procurement and management training Encourage participation in the procurement process Serve as a point of contact for information. 	<ul style="list-style-type: none"> Residents of South Carolina State of South Carolina Small, minority and women-owned businesses Government agencies Procurement Officials Business and contracting communities. 	<ul style="list-style-type: none"> Government agencies Procurement officials Business and contracting communities
State Office of Victims Assistance (SOVA)	<p>Compensating eligible victims of crime for medical, counseling, lost wages, and burial expenses.</p> <p>Providing training for victim advocates and service providers on the SOVA process and other services for crime victims</p> <p>Advocacy, outreach, support, and referrals for victims of crime</p> <p>Restitution and recovery services.</p>	<ul style="list-style-type: none"> Crime victims Law enforcement Victim advocates Solicitors Medical Providers Governor General Assembly 	<ul style="list-style-type: none"> National Crime Victims Research and Treatment Center SC Victim Assistance Network Commission on Prosecution Coordination SC Victim Advocate Forum SC LEVA Association SC Dept. of Probation, Parole, and Pardon Services SC Dept. of Public Safety SC Dept. of Corrections National Association of Crime Victim Compensation Boards SC Association of Child Advocacy Centers SC Association Against Domestic Violence and Sexual Assault
Veterans' Affairs (OVA)	<p>Offers client advocacy and assistance to SC veterans, their family members, and survivors in informing them of their earned benefits and by developing, filing, presenting, and prosecuting to final determination all claims for benefits under terms of federal and state legislation.</p> <p>The South Carolina Free Tuition Program to provide free tuition to in-state public colleges and universities for children of certain eligible veterans.</p> <p>(Continued)</p>	<ul style="list-style-type: none"> Veterans and their family members The Governor and the General Assembly County Veterans Affairs Officers (CVAOs) State and federal agencies Veterans service organizations General public 	<ul style="list-style-type: none"> U.S. Department of Veterans Affairs (Veterans Benefits Administration, Veterans Health Administration, and National Cemetery Administration) Department of Defense Department of Labor Department of Mental Health South Carolina National Guard and South Carolina Reserve Component Units National Association of State Directors of Veterans Affairs Veteran service organizations

Office	Key Services	Key Customers/ Stakeholders	Key Partners
OVA (Continued)	<p>Collaborates with the Department of Mental Health in providing appropriate care for elderly veterans in state veteran nursing homes.</p> <p>Provides burial and memorial services through the construction and operation of the first State Veterans' Cemetery.</p> <p>Compiles the "War Roster" of SC veterans.</p> <p>Provides a comprehensive program for staff and county veterans' affairs officers that ensures thorough initial and re- fresher training in accordance with SC law.</p>		

5. OEPP's operation locations

Most administrative offices within OEPP are located within the Edgar Brown or Wade Hampton Buildings within the Capital Complex in Columbia, SC. Several offices of OEPP have regional or satellite offices that enable our services/program to be closer to our customers and to increase service availability. These regional offices are:

- The Continuum of Care has regional offices located in Columbia, Greenville, Florence and North Charleston and satellite offices in Aiken, Beaufort and Orangeburg.
- The Guardian ad Litem has 35 county office locations serving 45 counties. The State GAL Program does not service Richland County.
- The Office of Economic Opportunity has Community Action Agencies located in all 46 counties.
- The State Office of Victim's Assistance has outreach offices located in Orangeburg, Bamberg, and Bennettsville.
- Veterans' Affairs has four regional offices. Two are in Columbia, one in Charleston, and one in Augusta. Three of the four offices are co-located with VA Medical Centers.

6. The number of OEPP employees (segmented by employee category)

There are 343 employees within OEPP. The breakdown of employee classifications is as follows:

193	Classified	32	Unclassified
58	Temporary	51	Temporary (Time Limited)
7	Temporary (Grant)	2	Contract

7. The regulatory environment under which your organization operates

OEPP offices/programs are governed by various state and/or federal regulations, internal policies and procedure manuals. Following is a list of the various regulations applicable to the various OEPP offices. A list of the specific laws, codes, etc. applicable to each office is available upon request.

- Legislative mandates and/or South Carolina Code of Laws (including SC Children's Code), South Carolina Code of Regulations, South Carolina State Plans, and the South Carolina Constitution – including the Victim's Bill of Rights
- Code of Federal Regulations and various guidelines imposed by Federal funding sources
- The Federal Rehabilitation Act of 1973, as amended
- Developmental Disabilities Assistance Bill of Rights Act of 2000 (PL 106-402)
- United States Code – Titles 38 and 10
- Board of Directors
- Judicial Circuits

8. OEPP's key strategic challenges

Availability of volunteers, staff, and services:

- Insufficient resources (including specialized services) to meet the needs of OEPP customers/offices.
- Continual need to recruit, train, and retain volunteers.
- Need for additional staff to meet the increasing demand and scope of mandated services. In some offices, staff also require specialized experience and knowledge to perform the job tasks.

Regulations:

- Changing regulations impact the ability to meet goals and deliver services.
- Ensuring that sub-grantees and contracted providers follow regulations and best practices.
- Limited regulations for necessary sanctions and/or penalties, especially for crime victims.

Funding:

- Funding for all services needed by our customers, especially prevention services for which federal funding and/or support is often lacking.
- Limited budget allocations for delivery of services and compliance to statutory responsibilities. At times funding levels do not keep up with the increased demand for services experienced by OEPP.
- Funding is necessary in recruiting, training and maintaining staff.

Cooperation/coordination:

- At times there is minimal cooperation and coordination among stakeholders and customers. Stakeholders can misunderstand the importance of the program and related support. At times, OEPP's customer's attitude and cooperation is a challenge to those providing services.
- Continued outreach is important because the community has limited knowledge of OEPP offices and the services they provide. Related challenges include providing stakeholders with current information about products and services, and providing efficient problem-solving solutions, information and referral.
- The ability to maintain consistent standards in remote locations is a challenge faced by some of the regionally-based OEPP offices.
- Working with sub-grantees to encourage and implement best practices among South Carolina's community action networks. This includes ensuring compliance with state and federal regulations while promoting a culture of cooperation through advocacy, training, and technical assistance.

9. OEPP's performance improvement systems

The mission, goals, and customers for the various OEPP offices require diverse methods to gathering information to improve performance. Methods used by the OEPP offices include:

Feedback:

OEPP offices receive feedback from our customers and stakeholders. The methods vary from family forums, surveys, customer/staff workgroups, training evaluations, etc. to internal staff meetings and exit interviews. Offices proactively reach out to stakeholders for feedback on services and suggestions for improvements. Offices also respond to input from various councils, boards, or service organizations.

Monitoring:

Monitoring covers internal staff workloads and the workloads of our partners (contractors, sub-grantees, etc.). Findings are fully reviewed and recommendations for improvement are shared, as appropriate. Monitoring reports highlight best practices and identify training needs. Monitoring efforts also include case reviews and audit of OEPP programs.

Comparison/data reporting

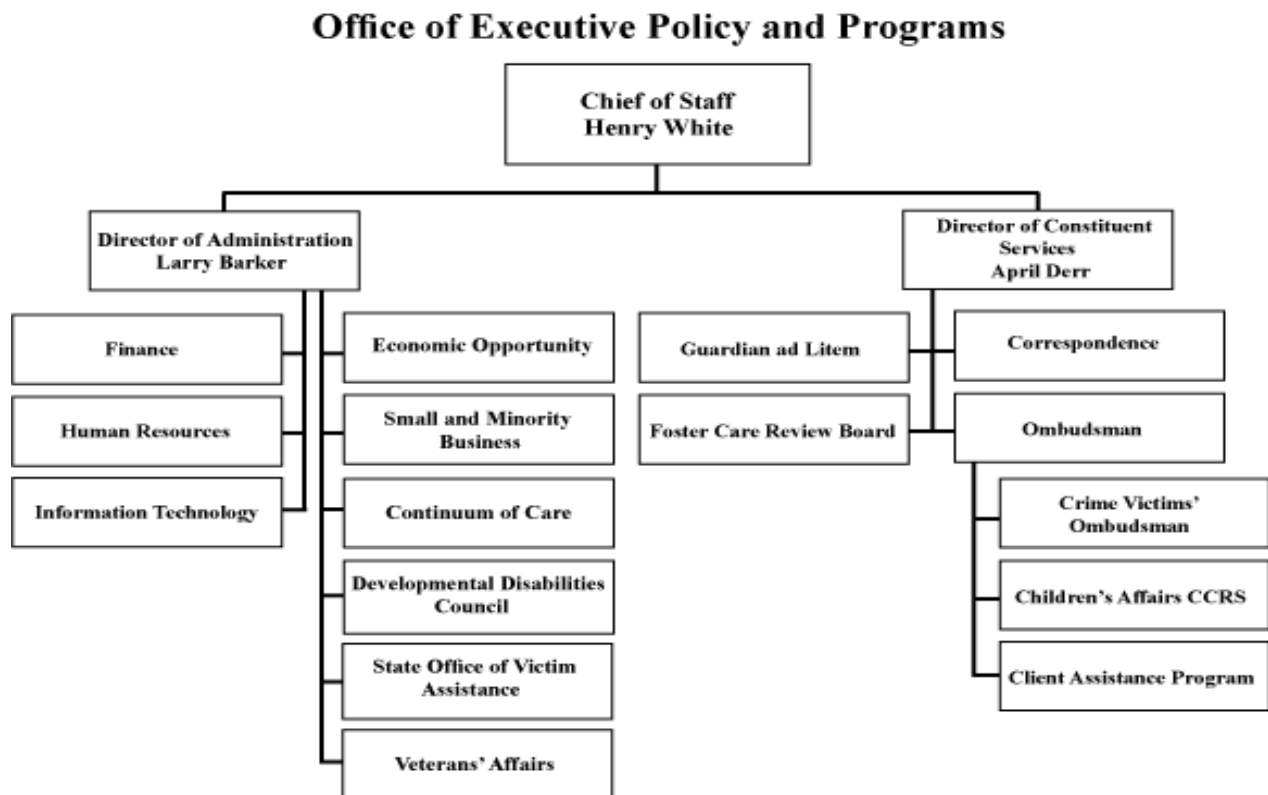
A great deal of data is regularly collected and analyzed by the offices with OEPP to allow for:

- Self assessments on how well we are serving our customers
- Comparisons to national best practices
- Examination of staff and office productivity
- Ensuring fiscal responsibility
- Assessing the ever-changing needs of our customers

Communication

Regularly scheduled meetings are held to discuss budget issues, staff performance, and process improvement. Careful attention is paid to planning these meetings so that they are not held for the sake of having a meeting, but to ensure open and frank communication among all employees.

10. OEPP's organization chart



11. OEPP's Expenditures/Appropriations Chart

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 04-05 Actual Expenditures		FY 05-06 Actual Expenditures		FY 06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 9,027,219	\$ 4,125,306	\$ 9,311,864	\$ 4,781,501	\$ 11,516,971	\$ 4,389,498
Other Operating	\$ 14,031,438	\$ 1,140,624	\$ 12,954,202	\$ 1,172,110	\$ 15,941,146	\$ 1,150,523
Special Items	\$ 179,989	\$ 179,989	\$ 874,164	\$ 819,862	\$ 948,844	\$ 948,844
Permanent Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Case Services	\$ 2,715,762	\$ 1,595,300	\$ 2,422,666	\$ 1,571,705	\$ 3,313,010	\$ 1,388,010
Distributions to Subdivisions	\$ 26,314,693	\$ 607,163	\$ 39,506,686	\$ 397,354	\$ 29,413,176	\$ 54,176
Fringe Benefits	\$ 2,619,951	\$ 1,210,704	\$ 2,667,647	\$ 1,349,943	\$ 3,190,307	\$ 1,203,578
Non-recurring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 54,889,052	\$ 8,859,086	\$ 67,737,229	\$ 10,092,474	\$ 64,323,454	\$ 9,134,629

Other Expenditures

Sources of Funds	FY 04-05 Actual Expenditures	FY 05-06 Actual Expenditures
Supplemental Bills	\$ -	\$ -
Capital Reserve Funds	\$ -	\$ -
Bonds	\$ -	\$ -

12. OEPP's Major Program Area Chart

Program	Major Program Area Purpose	FY 04-05 Budget Expenditures		FY 05-06 Budget Expenditures		Key Cross Reference
Administration - including Finance and Accounting, Information Technology, and Correspondence Office	To support the offices of OEPP. Correspondence: To track the status of all mail routed throughout the Governor's Office and to provide assistance in responding.	State	2,005,862	State	2,279,289	Table III.7.1.5
		Federal		Federal		
		Other	58,600	Other	705	
		Total	2,064,462	Total	2,279,994	
		% of budget:	4%	% of budget:	3%	
Client Assistance Program (CAP)	To advocate and resolve grievances of citizens regarding services provided by the Vocational Rehabilitation Department, Commission for the Blind, and Independent Living Programs in the State.	State		State		Department of Education, Rehabilitation Services Administration Table III.7.1.1 Table III.7.2.1 Table III.7.5.1
		Federal	151,491	Federal	140,103	
		Other		Other		
		Total	151,491	Total	140,103	
		% of budget:	0%	% of budget:	0%	
Continuum of Care (COC)	To provide case management services to children under the age of 21 (and their families) who have serious emotional challenges.	State	3,637,755	State	3,820,325	Table III.7.1.2 Table III.7.1.3 Table III.7.1.4 Table III.7.2.2 Table III.7.7.3 Table III.7.5.2
		Federal		Federal		
		Other	3,081,086	Other	2,711,504	
		Total	6,718,841	Total	6,531,829	
		% of budget:	12%	% of budget:	10%	
Crime Victims' Ombudsman (CVO)	To refer, provide liaison services, and attempt to resolve complaints of crime victims to ensure that the State's crime victims receive top quality service at all levels of our criminal justice system.	State		State		Table III.7.1.6 Figure III.7.5.3
		Federal	29,323	Federal	24,058	
		Other	103,542	Other	114,374	
		Total	132,865	Total	138,432	
		% of budget:	0%	% of budget:	0%	
Developmental Disabilities Council (DDC)	To administer and monitor federal grants to sub-grantees for services for persons with developmental disabilities.	State	118,561	State	110,419	Table III.7.1.7 See Section III, category 7 areas 7.2 and 7.3
		Federal	1,117,513	Federal	1,059,627	
		Other		Other		
		Total	1,236,074	Total	1,170,046	
		% of budget:	2%	% of budget:	2%	
Economic Opportunity (OEO)	Grants Administration – CSBG, LIHEAP, WAP, and ESGP *Federal expenditures reported are based on the state fiscal year. OEO revenue sources are appropriated on the federal fiscal year	State		State		Figure III.7.1.8 Table III.7.1.9 Table III.7.1.10 Table III.7.1.11 Table III.7.1.12 Table III.7.1.13 Table III.7.1.14 Figure III.7.2.3 Figure III.7.3.1 Figure III.7.3.2 Figure III.7.3.3 Figure III.7.3.4
		Federal	23,797,208	Federal	38,174,983	
		Other	511,991	Other	463,473	
		Total	24,309,199	Total	38,638,456	
		% of budget:	44%	% of budget:	57%	
Foster Care Review Board (FCRB)	To provide an external system of accountability and advocacy for children and families involved with the foster care system.	State	776,037	State	820,944	Table III.7.1.15 Table III.7.1.16 Table III.7.1.17 Table III.7.2.4 Table III.7.5.4 Table III.7.5.5
		Federal		Federal		
		Other	651,629	Other	722,792	
		Total	1,427,666	Total	1,543,736	
		% of budget:	3%	% of budget:	2%	
Guardian ad Litem (GAL)	To recruit, train and supervise volunteers who are court-appointed to advocate for the best interests of children in the child welfare system and in family court proceedings involving allegations of abuse and neglect.	State	242,324	State	1,017,852	Table III.7.1.18 Figure III.7.3.5
		Federal	161,413	Federal		
		Other	2,015,109	Other	1,753,736	
		Total	2,418,846	Total	2,771,588	
		% of budget:	4%	% of budget:	4%	

Program	Major Program Area Purpose	FY 04-05 Budget Expenditures		FY 05-06 Budget Expenditures		Key Cross Reference
Ombudsman's Office	The Ombudsman's Office provides constituent services to the citizens the State by identifying systematic problems in the service delivery system and working with various government agencies to make changes as appropriate. Additionally, the office compiles reports that track number of inquiries and types of complaints/concerns of constituents for the Governor.	State	332,116	State	278,979	Table III.7.1.19
		Federal		Federal		
		Other		Other		
		Total	332,116	Total	278,979	
		% of budget:	1%	% of budget:	0%	
Office of Children's Affairs (OCA)	OCA: To provide information and referrals to families regarding services for children. Assists families with problems they are having with child-serving state agencies, and responds to complaints. This office also houses the CCRS which has statutory responsibility to provide a process for reviewing cases on behalf of children for whom the appropriate public agencies collectively have not provided the necessary services.					
Children's Case Resolution System (CCRS)						
Small and Minority Business Assistance (OSMBA)	To administer the State of South Carolina's minority certification program. Act as an advocate for the State's minority businesses.	State	131,206	State	138,901	See Section III, category 7 Area 7.3
		Federal		Federal		
		Other		Other		
		Total	131,206	Total	138,901	
		% of budget:	0%	% of budget:	0%	
State Office of Victim Assistance (SOVA)	To provide compensation to eligible victims of crime. To meet the educational, training and professional needs of victim advocates, health care professionals, SC schools, and victim service providers. To ensure that the State's crime victims receive top quality service at all levels of our criminal justice system.	State	318,998	State	321,253	Table III.7.1.20 Table III.7.1.21 Table III.7.2.5 Table III.7.2.6 See Section III, category 7 area 7.3
		Federal	4,106,481	Federal	4,789,845	
		Other	9,102,747	Other	7,529,323	
		Total	13,528,226	Total	12,640,421	
		% of budget:	25%	% of budget:	19%	
Veterans' Affairs (OVA)	To be the Chief Advocate for all veterans' issues in South Carolina. This includes state and federal benefits, eldercare, compensation, pension, and burial.	State	1,104,121	State	1,111,058	See Section III, category 7 area 7.1 Table III.7.2.7 Figure III.7.3.6 Figure III.7.3.7
		Federal		Federal	97,449	
		Other	27,079	Other	8,481	
		Total	1,131,200	Total	1,216,988	
		% of budget:	2%	% of budget:	2%	
Commission on Women	NOTE: Public –Private Partnership with Columbia College	State	7,026	State	17,215	
		Federal:		Federal		
		Other:		Other:		
		Total:	7,026	Total:	17,215	
		% of budget:	0%	% of budget:	0%	
Remainder of Expenditures: Special Items		State	179,989	State	176,239	
		Federal		Federal		
		Other	1,000,000	Other	54,302	
		Total	1,179,989	Total	230,541	
		% of budget:	2%	% of budget:	0%	

Section III – Elements of Malcolm Baldrige Criteria

Category 1: Leadership

How do senior leaders set, deploy and ensure two-way communication for: a) short and long term direction and organizational priorities; b) performance expectations; c) organizational values; d) empowerment and innovation; e) organizational and employee learning; and f) ethical behavior?

The diverse nature of the offices in OEPP dictates special approaches for setting and communicating direction. Depending on the office, short-term direction could be set by legislative and other customer needs, and is communicated as needed to the Director of Administration or Director of Constituent Services. The primary long-term direction for each office is set by enabling legislation and by the business and operating philosophy articulated by the Governor. OEPP's strategic plan communicates short and long-term direction and links supporting office goals and performance measures to the Governor's goals. To ensure compliance, understanding, and effective organizational communication, the Director of Administration or Director of Constituent Services conducts monthly staff meetings with Office leaders, who in turn, conduct follow-up meetings with staff.

The telephone, e-mail, and open-door policies throughout OEPP further facilitate rapid communications. These methods permit a quick response to issues or concerns for all of OEPP's internal and external customers. The OEPP Office leaders use a variety of communication methods. Staff meetings are used to share information and review organizational goals/strategies and the results of evaluation measures. Shared decision-making and brainstorming sessions with all levels of staff on planning and process initiatives are conducted. Communication (with customers, stakeholders, partners and sub-grantees) in the form of newsletters, meetings and outcome reports are also used.

OEPP senior leaders communicate, model and reinforce general and specific performance expectations set by the Governor. Employees and their supervisors include specific work objectives and performance expectations in each employee performance evaluation. State Plans, grant agreements, and technical assistance memoranda communicate performance expectations to OEPP's sub-grantees.

Each office's operations include OEPP's organizational values. Key values identified as important to the organization are integrity, accountability, customer services, innovation, leadership, and efficiency. The Employee Performance Evaluation process incorporates individual employee performance expectations relating to these values.

Because of the variety of programs offered by OEPP, empowerment and innovation are necessary and are widely supported and encouraged. At the supervisory and managerial levels, Office leaders have maximum flexibility to serve their customers quickly, effectively, and efficiently; they are encouraged and expected to transfer empowerment to office staff. Employees are encouraged to organize their work to best meet their needs and the needs of their office.

Guidelines for ethical behavior are listed in the *Employee Handbook* that is given to all new OEPP employees. Senior leaders follow these guidelines and expect compliance by all employees.

How do senior leaders establish and promote focus on customers and other stakeholders?

The goals and supporting strategies described in each office's Strategic Plan provide the primary direction and focus on customer services. In addition, senior leaders' close communication with the Governor's Directors of Administration and Constituent Services ensures that key customer needs and concerns, whether on legislative or quality of life issues, are identified and quickly addressed. The needs and concerns of constituents are identified in terms of current legislative and basic quality of life issues from input received from the citizen of South Carolina. This information is presented directly to the Governor and Senior ECOS staff so that they can review and formulate legislative policy.

Specific methods used by OEPP offices to promote focus on customers and stakeholders include:

- Administering various satisfaction surveys and offering community training sessions.
- Increasing customer focus and involvement through the streamlining of documents, customer workgroups, and outreach efforts.
- Meeting with sub-grantees, stakeholders, and partners to discuss issues, concerns, regulations, compliance, etc.

- Conducting regular customer-oriented training. That training includes workshops on changing federal regulations that assist sub-grantees with compliance, train-the-trainer, and exploration of other states' best practices.
- Establishing workflow processes focused on meeting deadlines and quick responses to issues.
- Establishing regular communication and a review of performance expectations.
- Several OEPP office staff members hold advanced academic degrees and professional certifications related to their customer's needs.

How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

The diverse nature of the offices in OEPP dictates special approaches for addressing the current and potential impact of our services. This is best done through honest and open dialogue with our customers (See 1.2). Communication with our customers, stakeholders, and partners allows information to flow to the Governor and/or legislators from the Directors of Administration or Constituent Services.

Because each OEPP office has established methods of gathering feedback pertinent to their services and customers, offices continuously review policies, customer feedback and make the necessary revisions. Some specific methods of assessing the impact of our services include:

- Continuous review of outcomes from strategic goals. Outcome results indicate the impact of the OEPP offices' services, specifically the impact on customers' functioning, services used, progress made in key measures, customer satisfaction, and availability of services. Other methods for obtaining information on program impact and risk factors include close partnerships and collaboration with other government entities, service providers, and focus groups or meetings conducted with customers. Office leaders analyze the information obtained and compare it against goals.
- Tracking the timeliness of responses to individual customer issues.
- Internal monitoring of customers, providers or sub-grantees.
- Responses to public hearings and/or surveys of critical stakeholders.

1.4 How do senior leaders maintain fiscal, legal and regulatory accountability?

To ensure fiscal, legal and regulatory accountability, and to ensure consistency with the Governor's goals and values, the Directors of Administrative and Constituent Services review and approve all budget expenditures for each program area. The OEPP Finance Office, which oversees all financial transactions with the agency, also maintains fiscal compliance. Additional examples of how senior leaders in various offices maintain fiscal, legal, and regulatory accountability appear Table III.1.4.

Table III.1.4 - Fiscal, Legal, and Regulatory Accountability

OFFICE	FISCAL, LEGAL, AND REGULATORY ACCOUNTABILITY
Client Assistance Program (CAP)	Through Federal reporting and audit systems.
Continuum of Care (COC)	Through internal audits for the services involving Medicaid reimbursement, to help ensure that COC remains in compliance with Medicaid contracts and program regulations. Audit reports are reviewed and corrective action is taken when necessary. Policies and directives outlining procedures for maintaining and handling all funds are followed. Senior managers review monthly billing reports and budget projections to keep spending in line with available designated funds, and to discuss needed modification and response to budget needs.
Crime Victims' Ombudsman (CVO)	By conducting and performing the duties and functions as outlined by the enabling legislation.
Developmental Disabilities Council (DDC)	Through careful review of all requests for reimbursement from sub-grantees and site visits.
Office of Economic Opportunity (OEO)	Legal and regulatory accountability are maintained through a complex filing system that holds all required programmatic reports, work plans, budgets, monitoring, and audit documentation. Sub-grantees are required to submit monthly Financial Status Reports on the use and expenditure of funds. Disbursements are processed based a percentage expended formula to ensure compliance with the federal Cash Management Act.

OFFICE	FISCAL, LEGAL, AND REGULATORY ACCOUNTABILITY
Foster Care Review Board (FCRB)	<p>State Board of Directors provides oversight on the programmatic duties and responsibilities of the agency, as described by statute.</p> <p>The FCRB gathers extensive data at each child’s review, in order to carefully target specific systemic barriers to permanence for children in foster care. FCRB statute requires production of an Annual Report reflecting deficiencies in the child welfare system in SC.</p> <p>FCRB receives extensive programmatic and operational funding from one contract with an outside agency – accountability and fiscal responsibility are necessary for continued operation.</p>
Guardian ad Litem (GAL)	<p>Fiscal Accountability: The Business Manger maintains control and monitors daily and weekly expenditure reports; generates monthly spreadsheets and quarterly reports. The Director has the responsibility of developing a budget that is within projected annual income and authorizing expenditures only to a level that can be sustained on a three-year cycle.</p> <p>Legal & Regulatory Accountability: The GAL operates under an enacting legislation. Policy and procedure is derived from that framework. The Programs’ legal practices adhere to South Carolina Family Law Code.</p>
Small and Minority Business (OSMBA)	Certification review board assesses applications to determine compliance with guidelines and statutory requirements. Procurement and FOIA training for staff ensure understanding of program and legal responsibilities
State Office of Victims Assistance (SOVA)	To maintain legal and regulatory accountability, a complex filing system backs up a computerized data collection system. All denied claimants receive appeal packets.
Veterans’ Affairs (OVA)	<p>OVA provides national certification accreditation to its staff on an annual basis, in accordance with SC law. This training and certification program is also provided to each County Veterans’ Affairs Officer.</p> <p>The Veterans’ Trust Fund of South Carolina has a state Board of Directors that provides oversight as prescribed by statute.</p>

1.5 What key performance measures are regularly reviewed by senior leaders?

Due to the diverse nature of OEPP offices, senior leaders routinely review a variety of performance measures and reports regarding service efficiency and effectiveness. Each office maintains action plans and related performance measures to support OEPP’s mission. A description of each OEPP office’s performance measures are detailed in Table III.4.3.

1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect a commitment to the organizational values?

The primary mechanism used for obtaining leadership effectiveness feedback is the Employee Performance Management System (EPMS) process. At the senior level, performance feedback may be received directly by the Governor and through interaction with senior government officials.

Additional feedback comes from employee satisfaction surveys, staff meetings, exit interviews, and individual dialogue with employees. By listening and reviewing feedback from staff and customers, senior leaders can make adjustments in internal process, directives, and action plans.

1.7 How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

Senior leaders of each within OEPP address this area within their respective offices. Examples include: assisting and/or supervising staff for professional licensure or credentials; “mentoring” staff to help develop management and leadership skills, and ensuring that training opportunities are used. Staff is cross-trained and opportunities for creativity are encouraged and allowed.

1.8 How do senior leaders create an environment for performance improvement, accomplishment of strategies objectives, and innovations?

OEPP performance improvement priorities are set and communicated through OEPP's mission, through legislative mandate, and through meetings between the Governor and senior staff. Those meetings communicate customer service enhancement opportunities to senior leaders for action. Specific methods used by OEPP Directors and senior leaders include:

- Fostering a work environment that allows for the accomplishment of objectives and innovations. That work environment provides staff with direct control over their own work processes.
- Encouraging and being receptive to free and open communication between staff, customers, and other stakeholders. This also includes learning from reviews performed on OEPP agencies and from other significant events that impact the customers or offices.
- Conducting reviews of established goals, strategies, action plans, evaluation measures and related outcomes. If modifications are necessary, frank and open discussion by all is encouraged, and changes are made. This also allows new processes or innovative ideas to be incorporated.
- Participating in committees (internal and external) that support the offices' and the Governor's goals.
- Leaders themselves are not afraid to act as advocates for services and customers, even when this might be unpopular.

1.9 How does senior leaderships actively support and strengthen the communities in which the organization operates? Include how senior leaders and employees contribute to improving these communities?

Senior leadership demonstrates their support of the community through personal action. For example, senior leadership is very actively involved in numerous community organizations and events. This active involvement models behavior for all OEPP employees. Examples include: membership in the Rotary Club; working on housing through Habitat for Humanity; serving on the boards of private, non-profit organizations; and personally assisting with Hurricane Katrina relief efforts.

Following this lead, OEPP staff are involved in over 150 different efforts to support the community. These efforts include

- Participation on national committees/ task forces; state and community efforts
- Participation in a variety of civic organizations and professional associations
- Serving on Advisory Committees, Councils and Boards
- Many of the staff participate in advocacy organizations that help to prevent child abuse; assure victim's rights; protect rights of children, people with disabilities, the homeless, and veterans; and prevent domestic violence
- At least once a year, employees are encouraged to support charitable organizations with payroll deductions available for contributions to some charities.
- OEPP also organized an agency-wide food drive for Harvest-Hope Food Bank
- Various staff volunteered with Red Cross or other Katrina related relief efforts.

Additionally, OEPP offices organized numerous events that had a direct impact on the community. These included:

- Hosting the annual SC Crime Victims' Unity Ceremony.
- Accompanying victims to court when a court-based advocate is not available.
- Coordinating emergency response teams to be available to assist in a mass victim incident.
- Sponsoring and/or participating in the Governor's Minority Trade Fair, and events hosted by various South Carolina counties' Chamber of Commerce, and/or events directly related to minority businesses.

Section III – Elements of Malcolm Baldrige

Category 2: Strategic Planning

2.1 What is your strategic planning process, including key participants, and how does it address: a) your organization's strengths, weaknesses, opportunities and threats; c) financial, regulatory, societal and other potential risks; d) shifts in technology or regulatory environment; e) human resource capabilities and needs; f) opportunities and barriers g) business continuity in emergencies; h) your ability to execute the strategic plan.

The OEPP's leadership staff use a strategic planning process to ensure that individual office goals are met. Plans were developed using a variety of information including enabling legislation, key legislative and customer service issues, and feedback from representatives from each OEPP office. Participation and cross-functional coordination in the development of the strategic plans help ensure organizational alignment, necessary financial and human resource allocations, and minimal risk to OEPP's customers. As action plans are developed, coordination with partners or suppliers is assured before finishing action plans.

Offices within OEPP involve staff, clients (customers) and stakeholders (sub-grantees, advocacy organizations) to help determine the best methods to provide services. For example, the Foster Care Review Board held a planning session with an outside facilitator to develop their mission and vision statement, core values and five-year strategic plan. Another example: the Guardian ad Litem Office developed an annual strategic plan with their NCASAA Grant application which addresses areas of staff and volunteer development, public relations and education, national standards, legal representation and foundation and board enhancements.

OEPP senior leaders are charged with creating and/or reviewing their established goals, objectives, strategies, and action plans and updating them accordingly. Available evaluation data are reviewed and updates are incorporated based on trends, information learned, or comments from stakeholders.

2.2 What are your key strategic objectives?

2.3 What are your key action plans/initiative?

Chart III.2.2 outlines each of OEPP twelve offices, along with their strategic goal (as reported in Section 1) along with the related objective, action plan/initiatives and key cross references.

Chart III.2.2 Strategic Planning Chart

Key Strategic Goal	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
Client Assistance Program (CAP) To advocate and resolve cases at the lowest possible level in the alternative dispute resolution system.	Clients will receive appropriate services and become employed and/or live independently.	<ul style="list-style-type: none"> • Case management • Weekly case staffing • Gather and interpret data 	Table III.7.1.1 Table III.7.2.1 Table III.7.5.1
CAP Increase outreach to traditionally underserved populations of persons with disabilities in the state.	More persons with disabilities will be able to access services provided by the Vocational Rehabilitation Department, Commission for the Blind, and Independent Living Programs.	<ul style="list-style-type: none"> • Visit 12 different One-Stop Service Offices during the year. • Participate in "Soup Kitchens" for the homeless once a month. • Exhibit and present at 6 conferences for persons with disabilities. 	Table III.7.1.1 Table III.7.5.1
Continuum of Care (COC) To ensure appropriate assessment, planning and service coordination for severely emotionally disturbed youth.	1. Children will demonstrate an increased ability to function in their communities while they are Continuum clients.	<ul style="list-style-type: none"> • Case management • Monitor each child's progress at home and in the community • Use the "Progress in Placement" tool to monitor client's progress in out-of-home placements • Psychological/Transition consults • Supervisor consults • CAFAS assessments • Contact with child, family and service providers • Treatment planning meetings • Survey independent living providers to assess client's progress 	Table III.7.1.2 Table III.7.1.3 Table III.7.1.4

Key Strategic Goal	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
COC To ensure appropriate assessment, planning and service coordination for severely emotionally disturbed youth.	2. Children will function better in their school environments	<ul style="list-style-type: none"> Staff participation in school IEP planning. Transition consults for children 14+ Survey of teachers Coordination of education support services Case management contact with school personnel 	Table III.7.1.2 Table III.7.1.3 Table III.7.1.4
COC To ensure that severely emotionally disturbed youth have appropriate access to a full array of community based and residential services.	1. Clients will receive the services they need to maximize their functioning while in the least restrictive care. 2. Families will express satisfaction with the services they receive	<ul style="list-style-type: none"> Use level of care process Psychologist/Transition consults Supervisor consults CAFAS assessments. Contact with child, family and service providers. Involvement of child, family, and service providers in treatment planning process. Interagency planning efforts Family satisfaction survey Family forums (one per region) Newsletters 	Table III.7.1.2 Table III.7.1.3 Table III.7.1.4 Table III .7.2.2
Correspondence Improve response time for legislative/policy mail assigned to senior staff.	Improve customer satisfaction and process management	<ul style="list-style-type: none"> Complete training for Correspondence staff person assigned to prepare legislative/policy responses. Maintain regular mail meetings with senior staff. Train additional staff to help with letter preparation, especially during the legislative session. 	Table III.7.1.5
Correspondence Improve consistency of mail logging and routing within 24 hours of receipt.	Improve process management	<ul style="list-style-type: none"> Continue training for additional loggers who can help throughout high mail volume periods, especially during the legislative session. Train another staff member to help assign mail so that it can be logged more quickly. 	Table III.7.1.5
Crime Victims Ombudsman (CVO) To efficiently resolve complaints made by crime victims	Receive and respond to all crime victims' complaints in a timely and efficient manner with the best overall resolution.	<ul style="list-style-type: none"> Refer and provide liaison services Resolve complaints appropriately 	Table III.7.1.6 Figure III.7.5.3
CVO To ensure ethical performance and accountability	To act as a neutral third party that ensures that all crime victims are served justly, equitably and fairly by SC criminal justice system organizations.	<ul style="list-style-type: none"> Refer and provide liaison services Resolve complaints effectively 	Figure III.7.5.3
Developmental Disabilities Council (DDC) People with disabilities who want to work, work in places of their own choosing.	Increase the number of people who are employed competitively by 10 percent	<ul style="list-style-type: none"> Monitoring sub-grantees Hold conference featuring state-of-the-art employers Hold regional follow-up sessions targeting Service Coordinators and individuals from Vocational Rehabilitation and school districts Develop public awareness campaign about successful program identified 	Table III.7.1.7
DDC Use best practices in transitional planning and services for employers, service providers, and school districts.	Increase the number of individuals using best practices by 10 percent.	<ul style="list-style-type: none"> Monitoring sub-grantees Continue support of statewide school districts that act as a resource for transition curriculum planning and services 	Table III.7.1.7
DDC People with disabilities are able to get where they need	Increase by 10 percent the number of individuals able to have transportation.	<ul style="list-style-type: none"> Monitor sub-grantees Collaborate to develop transportation services 	

to go.			
Key Strategic Goal	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
DDC Individuals will have access to services they need to exercise choice	Support people with developmental disabilities, their families and caregivers with information to make informed choices.	<ul style="list-style-type: none"> • Monitor sub-grantees • Promote inclusion of children, youth and adults with developmental disabilities in year-round recreational activities statewide • Research and compile a directory of available summer recreational opportunities for children, youth and adults with developmental disabilities • Collaborate with South Carolina colleges and universities to develop and expand the inclusion and recreation opportunities for those with Developmental Disabilities. 	
DDC Individuals and their families know and understand their rights, in order to make informed choices.	Increase the number of individuals who are able to make their own choices.	<ul style="list-style-type: none"> • Monitor sub-grantees • Develop resources concerning how persons with Developmental Disabilities can make their own choices. Distribute to families and parents. • Locate resources and materials that are state specific. 	
DDC People with developmental disabilities and their families are strong advocates for themselves, their families, and all individuals with disabilities	To maintain a comprehensive advocacy training program for self advocates and family members.	<ul style="list-style-type: none"> • Monitor sub-grantees • Fund training for self advocates. 	
Economic Opportunity (OEO) To make South Carolina a benchmark state in the field of community action.	Begin the State Based Pathways to Excellence Initiative, sponsored by the National Community Action Partnership, by March 31, 2007.	<p>To combine monitoring of OEO funded programs to ensure a more holistic approach to assessments of agency performance</p> <p>To ensure accurate, holistic reporting of agency-wide measures in assessing agency outcome/goal achievement.</p>	<p>Figure III.7.1.8 Table III.7.1.9 Table III.7.1.10 Table III.7.1.11 Table III.7.1.12 Table III.7.1.13 Table III.7.1.14 Figure III.7.3.2 Figure III.7.3.3 Figure III.7.3.4</p>
OEO To ensure all OEO performance activities are completed according to set deadlines	Bring all outstanding desk audits up to date by June 1, 2007.	Revamped OEO organization structure and revised audit requirements and procedures to better assess OEO and sub-grantee financial performance.	<p>Table III.7.1.11 Table III.7.1.12 Table III.7.1.13 Table III.7.1.14</p>
Foster Care Review Board (FCRB) Increase public knowledge and understanding about the role and responsibilities of the Review Board through the State Board of Directors and local Review Boards.	<p>1. To build strong relationships between the State Board of Directors and local reviews through phone calls and regular visits.</p> <p>2. To develop a uniform message conveying to the public the role of the Review Board and foster care in South Carolina.</p> <p>3. Use print and broadcast media to share the message.</p>	<p>1.1 Routine phone calls and site visits to local review board meetings.</p> <p>1.2 Quarterly reporting at the State Board meeting on the progress and effectiveness of the phone calls and visits.</p> <p>1.3 State Board members will attend the annual Chairperson's Training and will participate on the agenda of that meeting.</p> <p>2.1 Form a public relations/legislative committee</p> <p>2.2 Review existing state data related to children in foster care.</p> <p>2.3 Create a clear message regarding the Review Board and how the Review Board impacts the child welfare system as a whole and foster care specifically.</p> <p>2.4 Create and implement a plan to disseminate the message.</p> <p>2.5 Evaluate effectiveness of the public awareness plan implementation.</p> <p>3.1 Methods for meeting this goal will be developed in FY 2007 -2008</p>	<p>Table III.7.1.15 Table III.7.1.16 Table III.7.1.17 Table III.7.2.4 Table III.7.5.4 Table III.7.5.5 Table III.7.5.6</p>

Key Strategic Goal	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
FCRB Collaborate with state and national partners to improve the many systems that impact children in foster care.	<ol style="list-style-type: none"> 1. Enhance and broaden relationships between local boards and Department of Social Services (DSS) county directors, volunteer Guardians ad Litem, and foster parents to address issues and deficiencies as they arise. 2. Work with county DSS directors to improve the quality of legal representation for children in foster care. 	<ol style="list-style-type: none"> 1.1 Attending quarterly stakeholder meetings and State DSS meetings. 1.2 Reporting at the state level the outcomes of the stakeholder meetings. 1.3 Increased training of stakeholders about the role of the Foster Care Review Board 2.1 Methods for meeting this goal will be developed in FY 2007 - 2008 	Table III.7.1.16 Table III.7.1.17
Guardian ad Litem (GAL) Increase quantity and quality of volunteers recruited, trained and retained to advocate for children in Family Court. Provide volunteer advocates for 90% of child abuse and neglect cases.	<ol style="list-style-type: none"> 1. Increase volunteer count through recruitment and retention. 2. Increase number (real and percentage) of children served. 3. Improve quality of advocacy through better pre-service volunteer training. 	<ul style="list-style-type: none"> • Have Regional Supervisors assist county staff in volunteer recruitment efforts in print and other media • Retain existing volunteers by asking them to take fewer cases • Train staff to perform the 30-hour pre-service training more effectively as a retention tool and a means of obtaining better advocates. 	Table III.7.1.18 Figure III.7.3.5
GAL Increase compliance throughout 35 remote county offices of the South Carolina Guardian ad Litem Program to standardize best practices of child advocacy	<ol style="list-style-type: none"> 1. Increase compliance to standards set by best practices in child advocacy. 2. Staff remote county offices appropriately. 	<ul style="list-style-type: none"> • Regional Supervisors and the Data Coordinator assess each county's COMET database information for accuracy • Offer strategies for individual counties where the county is out of compliance to best practices standards • Add additional administrative staff in counties with large caseloads. 	
Ombudsman Children's Affairs/CCRS Respond to telephone inquiries within 24 hours of receipt. Respond to written inquiries within 5 days or less, 90 % of the time.	Improve customer service and satisfaction.	To provide services to constituents and children in regard to resolving their problems with state agencies, through telephone and written referral.	Table III.7.1.19
Ombudsman Children's Affairs/CCRS Track agency referral and response time.	Maintain customer information and analysis.	Procedures are in place to track referrals and agency responses to constituent concerns.	Table III.7.1.19
Office for Small and Minority Businesses Administration (OSMBA) Administer the State of South Carolina's minority business enterprise (MBE) program.	Provide leadership. Process, manage and analyze information.	<ul style="list-style-type: none"> • Maintain regulatory and legal compliance and ethical business practices. • On a quarterly basis, compile and maintain data of MBE expenditures and procurement activities by agencies for reporting purposes. 	See section III 7.3
OSMBA Support agencies in developing and achieving MBE goals	Provide leadership and enhance customer satisfaction	<ul style="list-style-type: none"> • Maintain regulatory and legal compliance and ethical business practices • Determine and meet the needs and expectations of partners and stakeholders • Provide accurate information to agencies about certified MBE's, for contracting opportunities • Provide agency training on best practices for implementation of their activities and tracking performance. 	See section III 7.3
OSMBA Act as an advocate for S.C.'s small and minority businesses	Provide leadership	<ul style="list-style-type: none"> • Ensure that small and minority businesses in South Carolina have the opportunity to fully participate in the overall procurement process of the State. • Offer training and networking opportunities throughout SC to encourage and promote contracting with MBEs. 	See section III 7.3

Key Strategic Goal	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
OSMBA Promote the MBE program and its stakeholders	Provide leadership and customer satisfaction	Focus on awarding more contracts and subcontracts to minority business firms in order to enhance minority capital ownership and overall state economic development, and to reduce dependency.	
State Office for Victim's Assistance (SOVA) To be efficient and responsive in serving the financial and emotional needs of crime victims in SC	A continued increase in the number of claims processed.	Claims examiners will increase the number of claims examined per week by a minimum of 5 each.	Table III.7.1.20 Table III.7.1.21 Table III.7.2.5 Table III.7.2.6
SOVA To ensure accountability in the expenditure of state funds designated for victim assistance.	Begin process of field audits for Victim/Witness funds passed through to Solicitors' offices.	Conduct at least one field visit in FY 05-06.	See Section 7.3 – results of Richland County monitoring
Veterans Affairs (OVA)	Customer Satisfaction – to be the chief advocate for all veterans' issues in South Carolina	<ul style="list-style-type: none"> • Develop a War Roster of SC Veterans. • Build the third State Veterans Nursing Home in Walterboro. • Build the first State Veterans Cemetery in Anderson. • Strengthening the Veterans Advocacy Council. • Energize the Veterans Trust Fund of SC. • Enhance effective communication with General Assembly and Congressional Delegations. 	Table III.7.2.7 Figure III.7.3.6 Figure III.7.3.7

2.4 How do you develop and track action plans that address your key strategic objectives?

Each OEPP office develops and tracks their action plan to address their specific key strategic objectives. Office leaders review these plans with the Directors of Administration or Constituent Services. At times, action plans are developed in consultation with various action networks/organization, sub-grantees, staff, etc. Office leaders and their key staff track action plans. Some offices use data, statistics, and reports to track the necessary information. Other offices track action plans through regular monitoring of sub-grantees.

2.5 How do you communicate and deploy your strategic objectives, action plans, and related performance measures?

The Directors of Administration and Constituent Services have communicated OEPP's Strategic Plan to senior leaders. Office directors and leaders formally review key measures and performance results on a quarterly basis.

Performance reviews within each office are based on identified needs, and reviews vary between offices. For example, most OEPP offices communicate through staff meetings, newsletters, and/or visits to satellite offices. Other examples include communication with sub-grantees, stakeholders and/or partnerships; communication at boards meetings or public forums, and publishing statistical and/or annual reports. Since the majority of OEPP employees are in close proximity, regular communication is incorporated in daily activities. Office Leaders have immediate access to the Governor's Office Directors to ensure communication and coordination.

2.6 How do you measure progress on your action plans?

Consistent with the processes stated in establishing objectives, tracking action plans and related performance measures, OEPP offices use a variety of techniques which best meet each office's needs. Progress is measured:

- During in-depth case reviews at staff meetings.
- By generating reports which track delivery of services/deliverables.
- By administering the Child and Adolescent Functioning Assessment Scale (CAFAS) annually to report on each child's progress in eight key areas (done by COC).
- By reviewing responses from customers, stakeholder surveys, feedback, and self-assessment surveys, as well as customer satisfaction and feedback from constituents, legislators, and directors.
- By reviewing bi-weekly, quarterly and annual reports

- By analyzing data in terms of quality and technical accuracy of responses, meeting goals, complaints received, referrals, etc. Data analysis is also conducted on trends.
- By measuring sub-grantee progress through monthly financial status and through various required reports.
- The OSMBA measures success in two ways: 1) Comparing the State's expenditures with minority businesses and the number of certification awarded with previous years, and 2) Increasing each year the number of new applications received for certification and the number of certificates awarded.
- Comparing effectiveness against stated goals and timelines.

2.7 How do your strategic objectives address the strategic challenges identified in your organizational profile?

Due to the diverse objectives and challenges faced by the separate OEPP offices, each office tailors their objectives to best address their specific challenges. Some specific examples from select OEPP offices are listed in Table III.2.7

Table III.2.7 How Strategic Objectives Address the Strategic Challenges

OFFICE	How Strategic Objectives Address the Strategic Challenges
Client Assistance Program (CAP)	Through intense training on the Rehabilitation Act, staff are better able to decipher the intent of the law. Staff continually educates the public and other service providers, to counter biased attitudes regarding the employment of persons with disabilities. Staff also advocates to increase the availability of public transportation in rural areas. Finally, the staff works to bring all of the parties to the table in a more collaborative effort to provide seamless delivery of services
Continuum of Care (COC)	<ul style="list-style-type: none"> • Through various consultations and supervision, COC remains aware of our customers' needs and their response or benefit from existing services. • Through consultations with clinical staff, COC uses additional staff to identify needed services, plan how to overcome barriers, and monitor new services. • Through collaborative interagency meetings (both regionally and State office level) staff are able to work with other child-serving and regulatory agencies and/or providers to enhance service delivery.
Correspondence	By meeting strategic goals of improving response time for legislative/policy mail and improve consistency of mail being logged/routed within 24 hours of receipt.
Developmental Disabilities Council (DDC)	Grants give individuals with developmental disabilities the opportunity for meaningful work and inclusion in their communities.
Office of Economic Opportunity (OEO)	Strategic objectives are designed to overcome challenges identified, through inclusion of all interested parties in development of the action plans to achieve these objectives. For example, funding challenges that could negatively impact achievement of benchmark status through the Pathways Initiative will be resolved through group analysis of how available resources should be prioritized.
Foster Care Review Board (FCRB)	The challenges to obtaining the strategic objectives all relate to the level at which the agency will be able to achieve these objectives. Some steps spelled out in the action plan might not be possible due to staff/funding restraints, or might not reach the outcomes we had hoped to achieve.
Guardian ad Litem (GAL)	<ul style="list-style-type: none"> • Finding appropriate volunteers for all children who need one. • Retaining volunteers for difficult work. • Maintaining adequate staff. • Providing existing staff with more training and administrative assistance helps with staff retention. • Stable funding. • Maintaining consistent standards in 35 remote locations.
Ombudsman Children's Affairs/ CCRS	<ul style="list-style-type: none"> • Provide our stakeholders with efficient problem-solving solutions, information and referral, and provide up-to-date information about programs and services available to residents of South Carolina. • Collect up to date information about agency and non-profit programs and services available. • Train staff to ensure proper knowledge of services provided in order to meet constituent needs.
State Office of Victims Assistance	Efforts to increase the number of claims processed are guided through employee input on work procedures in an effort to increase employee morale and reduce human resource issues.

2.8 If the agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.

The state plan and executive summary for the Developmental Disabilities Council is at www.scdcdc.state.sc.us. The current State Plan governing all of the Office of Economic Opportunities funded programs is at www.govoepp.state.sc.us/o eo. Foster Care Review Board's strategic plan is at www.govoepp.state.sc.us/fcrb/. Small and Minority Business Assistance's information is at www.govoepp.state.sc.us/osmba.

Section III – Elements of Malcolm Baldrige

Category 3: Customer Focus

3.1 How do you determine who your customers are and what their requirements are?

Key customers and stakeholders for OEPP are first and foremost the residents of South Carolina. The Governor, Legislators, state government agencies, and other agencies are also customers. Customers are more precisely segmented as related to the type of services provided by each office (Table II.1.1) within OEPP. Each office's customers and their requirements are listed in Table III.3.1

Table III.3.1

Customers	Requirements
Client Assistance Program (CAP) Persons with mental and physical disabilities, as defined under the Federal Rehabilitation Act of 1973, as amended.	The customers' disabilities must be an impediment to employment and/or independent living.
CAP Persons in the state who have questions regarding services provided by the SC Department of Vocational Rehabilitation, Commission for the Blind, and Independent Living Programs.	Customers needing information regarding these services.
Continuum of Care (COC) Children (and their families) with serious emotional challenges who are accepted for services.	Customers must need assistance with obtaining services necessary to meet their individual needs.
COC State agencies that serve children (and their families) with serious emotional challenges.	Agencies must be willing to work together to help improve the services available to the children in South Carolina.
Correspondence Anyone who contacts the Governor's Office (constituents, legislators, state agencies, community organizations)	Individual and agencies must desire information or assistance.
Crime Victims Ombudsman (CVO) Crime Victims	Victims must need assistance with the criminal justice system.
Developmental Disabilities Council (DDC) People with developmental disabilities, their family members, sub-grantees and advocacy organizations	Customers must be persons with a developmental disability or others who need information regarding opportunities for inclusion and support services.
Economic Opportunity (OEO) Federal funding sources	Requirements are determined through enabling legislation in the Code of Federal regulations and through Information Memoranda issued by the funding source.
OEO Sub-grantees	Requirements are determined through federally-approved State Plans and codified in annual work plans, budgets, and grant agreements. Compliance as well as training and technical assistance needs are determined through fiscal and programmatic monitoring.
OEO General public	Requirements are determined through local needs assessments, federal census data, and correspondence from individual clients.
Foster Care Review Board (FCRB) Children and families involved in the foster care system.	The child must have been in foster care more than 4 months.
FCRB Public, private, and non-profit child welfare agencies.	By statute, all public and private agencies and facilities which provide for or arrange foster care for children shall cooperate with the board of directors and local review boards by making available for review records as may be requested.
FCRB Local Review Boards volunteers	Volunteers must reside in the county for which they are appointed. Must be appointed by the Governor.
FCRB State Board of Directors	Must be current or former Review Board members and appointed by the Governor.

Customers	Requirements
Guardian ad Litem (GAL) Volunteers who advocate for abused and neglected children in cases brought to Family Court by DSS	Volunteers must pass a background check, and must be willing to undergo extensive training to provide independent advocacy for abused and neglected children in cases brought to Family Court by the State Department of Social Services (DSS).
GAL Children in cases brought to Family Court by DSS	Must be identified by the Family Court as needing a Guardian ad Litem.
GAL DSS and other child welfare providers	Collaboration on Treatment Plan objectives for the child and family and communication on court recommendations.
GAL Family Court	Must have cases of abused and neglected children before the Court.
Ombudsman/Children's Affairs/ CCRS Residents of South Carolina	Must desire assistance or information from the Offices.
Small and Minority Business (OSMBA) Citizens of South Carolina	Must desire information regarding minority businesses for the minority certification program in South Carolina.
OSMBA Small, woman- and minority-owned businesses	Must need information or services from the OSMBA.
OSMBA State Government agencies	By statute, agencies must report their expenditures with certified minority-owned businesses.
OSMBA Business and contracting communities	Must be businesses in the State.
State Office of Victim's Assistance (SOVA) Victims of crime	Must be victims of crime who need the services of SOVA.
SOVA <ul style="list-style-type: none"> • Victim Advocates • Law Enforcement • Hospitals/Service Providers • Solicitors 	Must be willing to assist SOVA with providing for the needs of crime victims.
Veterans Affairs (OVA) Service veterans and their family members	As identified by the US Dept of Veterans Affairs (DD-214), DOD and local authorities.
Veterans Affairs (OVA) <ul style="list-style-type: none"> • Veterans advocacy groups • State and Federal agencies and activities 	Must be willing to collaborate with OVA to provide assistance to veterans and their families.

3.2 How do you keep your listening and learning methods current with changing customer/business needs and expectations?

Due to the wide variety of services delivered by OEPP, each office has developed its own specific methods for identifying changing customer needs and expectations. Methods include meetings with customers, public hearings, advisory councils, customer satisfaction surveys, and written or other verbal communications. Publications, training, and national information also inform offices on the changing needs and expectations on both a national and state level. In some incidences, changes in federal funding sources or state legislation affect needs and expectations. Some offices have regular contact with customers, while others offer training (or trade fairs) to the maintain contact with the customers they serve. Other offices use various assessments to determine services, service availability, and child functioning in order to determine needs and expectations. Offices also look at trends identified in various reports, the changing nature of customer requests, repeat/duplicate requests and the issues/concerns raised through direct feedback to determine needs and expectations. Significant trends or changes in customer service expectations and needs are discussed during management meetings or by OEPP internal committees, with service delivery excellence as a primary goal.

3.3 How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

Depending on the customer's needs, concerns, or issues, service improvements can be initiated by an individual office or, at the other end of the spectrum, through new legislation. Input (as described in 3.2) is obtained from meetings with customers, public hearings, advisory councils; customer satisfaction surveys; and written or other verbal communication. The offices use this information to determine whether new procedures should be incorporated into standard procedures, to reassess and adapt working goals on an as-needed basis, and to set strategic goals on an annual basis.

3.4 How do you measure customer/satisfaction and dissatisfaction, and use this information to improve?

The primary method for obtaining data on customer satisfaction is through formal surveys sent to customers and/or stakeholders. OEPP and its offices also receive regular direct feedback from the Governor, Legislators, other agency directors and Office leaders. In addition, each office within OEPP has developed measures for their key services and gauges customer satisfaction through focus groups, community meetings, or participation in interagency committees. OEPP offices that have governing boards or councils also receive direct feedback regarding customer satisfaction during their regular meetings. OEPP uses this information to adjust service delivery as necessary.

3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups?

Again, senior leadership within OEPP believes relationships are built and maintained through truly listening and understanding customer wants and needs. Strong customer communication links, flexibility, and accurate and timely service delivery also provide the primary keys for building positive relationships. OEPP offices truly serve a very diverse group of customers, ranging from persons with disabilities, military veterans, crime victims, abused and neglected children, to the economic and socially disadvantaged. The diverse needs of our customers require an exceptionally well-trained staff who care about people. Examples of the staff and how they feel about building positive relationships are noted in their responses to this question:

- **Client Assistance Program:** Because of the specialized needs of persons with disabilities, building a positive relationship is goal one. This begins with open communication and timely responsiveness. Cases are resolved at the lowest level in the alternative dispute resolution process.
- **Continuum of Care:** Open communication and responsiveness helps build relationships. A family workgroup was created and it developed a protocol for how issues can be resolved between the family and case management staff. Annual family forums are held at each regional office and customer/stakeholder surveys are used.
- **Correspondence:** Respond in a timely, professional manner to all requests and follow up directly whenever needed.
- **Crime Victims Ombudsman:** By staying in touch on a regular basis even when no new information has been received and being available whenever possible to assist with their concern(s).
- **Developmental Disabilities Council:** Regular interaction.
- **Economic Opportunity:** Positive relationships with customers and stakeholders are encouraged through an inclusive decision-making process in designing and implementing state plans for the programs funded.
- **Foster Care Review Board:** Quarterly community stakeholder meetings, educational Annual Conferences and other training; participation in legislative delegation meetings; community presentations; personal involvement with public and non-private agencies, boards, and commissions – all serve as means to establish ongoing working relationships to enhance our ability to facilitate systemic improvement.
- **Guardian ad Litem:** State staff attends monthly meetings with DSS, the Foster Parents' Association, and FCRB. County staff meets with this same group quarterly in each county. Membership and active participation in the many groups are intended to help the GAL Program stay informed of its success in achieving positive ends for the children we serve and assisting the child welfare system to meet the needs of children.
- **Ombudsman/Children's Affairs/CCRS:** Provide efficient problem solving and referral to state agencies. Provide up-to-date knowledge and information about state, local and non-profit programs.
- **Small and Minority Business Assistance:** Staff listens to and respects the opinions and suggestions of each customer and stakeholder.
- **State Office of Victim's Assistance:** Positive relationships are built through meetings with victim advocate associations, public presentations, and the newly formed SC Crime Victims' Unity Ceremony.
- **Veteran's Affairs:** The Office of Veterans' Affairs values and appreciates the veterans, their service, and their families. We use frequent and open discussions with veterans' groups.

Section III – Elements of Malcolm Baldrige

Category 4 Measurement, Analysis and Knowledge Management

4.1 How do you decide which operations, processes, and systems to measure for tracking financial and operational performances, including progress relative to strategic objectives and action plans?

Because of the diversity of the offices, where one office's focus may primarily be advocacy and another may be grant administration, tracking of operational performances is a challenge. In all offices, state and federal laws mandate certain information be obtained and reported in compliance with those laws. Several offices have requirements in addition to the laws and mandates; some of their processes involve requirements by federal grantees, evaluation data, or the review of financial documents.

4.2 How do you use data/information analysis to provide effective support for decision making throughout your organization?

Again due to the diversity of the OEPP offices, data comes in a variety of quantitative or qualitative data measures. Some specific methods of data analysis to support decision making include:

- Data analysis at regular intervals (weekly, monthly or quarterly) to identify trends and needs. Information regarding caseload size, service availability, client functioning, number of cases received, number of volunteers, training events held, etc. assist the offices in determining resource allocation.
- Feedback from customer satisfaction surveys.
- Census data to determine agency allocations and client program eligibility in several OEPP offices. In addition, national indicator data are used to assess the effectiveness of local programs designed in response to community needs assessments.
- Data concerning other State Government agencies is also analyzed as required and assistance is provided to the agencies as appropriate. For example, the Small and Minority Business Assistance Office (OSMBA) assesses agencies' expenditures with certified small and minority businesses to assure that the agencies are meeting their goals. If not, OSMBA must assess how an agency is not complying by making direct inquiries and recommending solutions.

4.3 What are your key measures, how do you review them, how do you keep them current with your needs and direction?

Please refer to Chart III.2.2 for each OEPP's office's key goals and objectives. Table III 4.3 indicates each OEPP's offices key measures as related to the office's two identified goals (Key Strategic Goals – in Section I).

Table III. 4.3

Office	Key Performance Measures
Client Assistance Program (CAP)	<ul style="list-style-type: none"> • successfully resolving the client's complaint against an agency at the lowest level in the alternative dispute resolution process • providing information accurately • customer satisfaction • providing outreach to under-served populations
Continuum of Care (COC)	<ul style="list-style-type: none"> • improved client functioning • availability of appropriate services • customer satisfaction
Correspondence	<p>To measure/track the status of mail received for each person or office to which it is assigned. Key Measures:</p> <ul style="list-style-type: none"> • # of pieces and status of mail assigned to staff and departments (bi-weekly, quarterly, annually) • Unanswered mail reports - # of pieces that have not received a response (bi-weekly) • # of pieces of Outgoing Mail generated (bi-weekly, quarterly, annually) • % of responses in compliance with ECOS requirement (5 days) (quarterly and annually) • Legislative reports - indicates how many pieces of mail were received in opposition to or in support of any piece of legislation. This data is used to track constituent concerns.
Crime Victims Ombudsman (CVO)	<ul style="list-style-type: none"> • Percent of correspondence responded to within a 48 hour time period – goal is 95% • Percent of all formal inquires conducted within a 4 month period – goal is 90% • Number of training events per employee per fiscal year – goal is two

Office	Key Performance Measures
Developmental Disabilities Council (DDC)	<ul style="list-style-type: none"> • Increase the number of people who are employed competitively by 10 percent • Increase the number of individuals using best practices by 10 percent. • Increase by 10 percent the number of individuals who are able to have transportation. • Support people with developmental disabilities, their families and caregivers with information to make informed choices. • Increase the number of individuals who are able to make their own choices. • To maintain a comprehensive advocacy training program for self advocates and family members
Economic Opportunity (OEO)	<ul style="list-style-type: none"> • Timely and expenditure and disbursement of funds according to the Federal Cash Management Act (monthly) • # of low-income people achieving self-sufficiency on a variety of scales (quarterly and annually) • # of low-income people whose emergency situations are alleviated (quarterly and annually) • # of homeless persons and people at risk for homeless whose immediate and long-term needs are addressed (quarterly and annually)
Foster Care Review Board (FCRB)	<p>By statute, the FCRB is required to report annually to the Governor and the General Assembly on:</p> <ul style="list-style-type: none"> • Demographics – the number of children in foster care, their characteristics and whether their prevalence is increasing or decreasing • Areas of Concern -- legal and program shortcomings identified at monthly citizen reviews • Progress Measures -- length of time in care, number of placements, achieving permanency, and recidivism rates. Information is collected from local volunteer citizen review boards that review the cases of children who have been in foster care at least four consecutive months; each case is then reviewed every six months thereafter until the child leaves care.
Guardian ad Litem (GAL)	<ul style="list-style-type: none"> • Number of children assigned a volunteer • Number of cases assigned a volunteer • Number of active and/or available volunteers • Number of cases resolved and closed through court order • Number of volunteers resigned • Number of new cases • Number of cases unaccepted
Ombudsman Children's Affairs/ CCRS	<ul style="list-style-type: none"> • Total number of written and telephone responses • Unanswered mail over 2 weeks old • Agency response forwarded to constituent • Percent of total mail received
Small & Minority Business Assistance (OSMBA)	Agencies submit quarterly reports to OSMBA of the MBE expenditures. Reports are tabulated for each fiscal year.
State Office of Victim's Assistance (SOVA)	<ul style="list-style-type: none"> • number of claims received, processed, and paid • number of training events provided • number of informational materials distributed • amount of subrogation/restitution collected
Veterans Affairs (OVA)	<ul style="list-style-type: none"> • # of benefits claims successfully processed – including medical claims, SC Military Family Relief Fund (Annually) • Progress on state veterans cemetery/nursing home/War Roster, Veterans Trust Fund, and POW Commission (Annually) • # of staff and county veterans affairs officers accreditations awarded and renewed (Annually) • Federal compensations received by SC veterans (Annually) • Monitor and review free tuition program (Annually) • % correspondence responded to within 5 days (Weekly) goal is 95%

4.4 How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

OEPP decision-making uses information analysis based on both quantitative and qualitative data. Often qualitative data (such as written correspondence and verbal feedback from both internal and external customers) is used in conjunction with quantitative data in review of programs and procedures. Overall, for OEPP, the Office of Correspondence provides bi-weekly, quarterly, and annual legislative reports that detail customer concerns and preferences regarding health and education initiatives, legislative issues, and quality of life. Information from these reports helps customer needs drive the decision-making process by providing feedback to the Governor's ECOS staff and the Agency Leadership Team on important issues.

OEPP offices must gather data as required by legislative mandates, statutory requirements, or funding sources. Each office uses reports (either from their own data system or state systems) to gather and track data - data includes individual and aggregate data. Feedback from customers is tracked and used for making decisions. OEPP offices report that they use data to identify trends and to address process issues. Offices use comparative data as available. While all other states do have Governor's Offices, they may or may not have the same functions as does the South Carolina Governor's Office. Even given the same functions, data may not be gathered or reported in the same manner. This inconsistency creates a challenge for OEPP to have functional comparative data for all of its offices. This is particularly true for the Client Assistance Program, Continuum of Care and Veteran's Affairs. Many offices use comparative data obtained through national associations or national programs to identify best practices or comparative data from across the country. For example, the Office of Veterans Affairs compares federal dollars expended with Louisiana and Kentucky. Other OEPP offices benchmark against other state agencies in several areas.

4.5 How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

All OEPP offices have guidelines in procurement accounting, and human resources. They must safeguard client data according to HIPPA guidelines; information technology has updated the security on GroupWise e-mail and updated all computers with secure operating systems. As with other practices, the Directors of Constituent and Administration allow each Office Director to establish data integrity and accuracy for their respective offices.

Some offices are governed by federal law, state guidelines, and statutory regulations regarding the maintenance of data; all offices report having procedures in place to safeguard data and to have data available. Offices reported various methods used and include: 1) Database management/data software - most offices report that data is monitored daily. Offices with remote locations or offices with sub-grantees must also ensure that data input occurs or is accessed from mandated systems. 2) Regular supervision ensures that standards are being met and 3) Offices communicate with agencies/businesses (sub-grantees) to make sure that agencies and business are aware of deadlines and uniformity in submission of data.

4.6 How do you translate organizational performance review findings into priorities for continuous improvement?

Most action plans, objectives, performance measures and indicators are reviewed quarterly and modified as needed. Staff also tracks trends over time. When data or trends show that modifications are needed, workgroups may be formed to improve the related processes. Performance expectations are adjusted as needed. OEPP offices also use feedback (from internal staff and stakeholders) to adjust overall office work and assignments. Findings also help Office leaders focus on improving performance and keeping current data and legislation, etc. Corrective action plans are developed when weaknesses are noted (including weaknesses in interaction with sub-grantees). Advocacy efforts for system change or correction are targeted to those areas, which vary from county to county or program to program. Statewide similarities in data or trend analysis are handled from a statewide, systemic perspective.

4.7 How do you collect, transfer and maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?

The collection, transfer and maintenance of accumulated employee knowledge are generally accomplished through the production of written procedural manuals, cross-training, and the duplication of material resources. Staff often support and help train new co-workers (formally as well as by training on the job). Some offices have implemented Business Rules to provide written and flow chart formats of all processes. The Business Rules, updated as needed, are a reference to ensure ongoing continuity when and if any particular employee, who is a part of a process, leaves the organization. Regular staff meetings also help collect and share knowledge.

Section III – Elements of Malcolm Baldrige

Category 5 Human Resources

5.1 How do you organize and manage work: to enable employees to develop and utilize their full potential, aligned with the organization's objectives, strategies, and action plans; and to promote cooperation, initiative, empowerment, innovation and your organizational culture?

OEPP employees receive opportunities to develop and exercise their full potential in support of the Governor's objectives through several formal and informal mechanisms. The formal method of developing and evaluating employees is through the Employee Performance Management System (EPMS). The employee and the supervisor develop a planning stage for each employee with input from both. This planning stage allows for individual development plans within the employee's position. Additionally, a less formal approach is through training opportunities offered by the Governor's Office, the State Budget and Control Board, the Cabinet Agency Training Consortium, other state agencies, and the private sector.

Other methods of motivating and encouraging employees are: 1) staff retreats and annual meetings, 2) newsletters which recognize staff's work and personal achievements, 3) recognition from the Governor through performance awards, 4) allowing employees to implement cost-saving ideas (which create a feeling of accomplishment) and 5) encouraging employees to work on team projects which cut across office lines.

Individual OEPP offices implement various processes to help develop and use employees while encouraging and promoting office initiatives. Some examples include: development of guidelines for case load size, consultation schedules and paperwork deadlines—all of which help staff to manage work and meeting requirements. Another example is cross training of staff and key duties. Tasks are prioritized in relation to strategic goals and objectives and delegated based on individual knowledge and experience.

OEPP's Human Resource office hosted a drop-in for all Governor's Office employees for State Employee Recognition Day. This was an opportunity to thank employees for their service to the agency and the state. This unit also organized and conducted the agency's state service recognition ceremony. We recognized 28 employees for their dedicated service to South Carolina by presenting certificates and pins. The ceremony was followed by a drop-in for all employees to help promote staff cohesion and morale.

5.2 How do you evaluate and improve your organization's human resources-related process?

OEPP is committed to providing efficient and equitable human resource services to our employees. Delegated human resource functions regarding classification, compensation, and benefits are subject to annual audits by the Budget and Control Board. Feedback from these audits improves human resource program effectiveness. The Office of Human Resources (HR) relies heavily on employee feedback to improve processes. Methods used to obtain employee feedback are primarily informal meetings and exit interview questionnaires with departing employees. Exit interviews are analyzed for critical data on employee turnover and are shared with each office and management as necessary.

The Office of Human Resources (HR) also maintains an informal employee suggestion program which allows employees to make suggestions anonymously or in person. In addition, staff in HR participate in human resource activities such as the state HR Advisory meetings, International Personnel Management Association meetings and training events, HR Forum, and various other human resource-related trainings to gain new ideas for improvements, share best practices, and stay updated on human resource issues.

OEPP's HR office developed and delivered Employee Performance Management System (EPMS) training for all supervisors in OEPP. Approximately 80 supervisors attended the training. Training emphasized accountability, communication, diagnosis of substandard performance management, documentation, and timely completion of documents. In addition, a new electronic form was developed for evaluating performance of unclassified staff. The new unclassified evaluation form emphasizes such characteristics as leadership, organizational style, quality of work, professionalism, judgment, communication, punctuality, accountability, and promoting equal employment opportunity. The HR office administrated the Universal Review Date EPMS evaluations on November 1, 2005: 100% of evaluations were completed on time and submitted to HR.

OEPP's HR office prepared and submitted the annual Equal Employment Opportunity (EEO) Report to the State Human Affairs Commission (SHAC), whereby OEPP reached 94.9% goal attainment, the third highest ranking among like-sized agencies statewide. HR has also reorganized the way EEO data is collected; HR now uses a database to track this information more accurately.

A new internet web site was developed and introduced for Human Resources. The new website includes information on benefits, job opportunities, policies and procedures, forms, training, orientation, and HR updates. The new site includes a section called "Supervisor's Toolkit" that provides supervisors information on employee performance management, classification and compensation; frequently used supervisory forms; employee regulations; and new guidelines for recruiting and hiring. This new web site greatly improves efficiency, customer service capabilities and communication among OEPP employees.

5.3 NA blank (on criteria outline)

5.4 How do you identify and address key developmental and training needs, including skills training, performance excellence training, diversity, training, management/leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training? How do encourage use of new knowledge and skills on the job?

As stated in 5.2, the OEPP Human Resources office (HR) developed and delivered Employee Performance Management System (EPMS) training for 80 supervisors in the Governor's Office. Training emphasized accountability, communication, diagnosis of substandard performance management, documentation, and timely completion of documents. HR also organized and conducted a retirement planning seminar open to all employees. Approximately 50 employees attended the seminar; guest speakers included representatives from the SC Retirement Systems, Department of Insurance Services, and the Deferred Compensation Program. This developmental seminar gave employees an opportunity to focus on their individual preparations for retirement and encouraged participation in deferred-compensation savings plans.

The Governor's Office is committed to developing programs that foster individual growth for employees, to identifying staff for advancement, and to assisting in creating a diverse workforce. As for staff advancement, OEPP is committed to promoting from within. In order to alert employees of job openings, job postings are sent out when vacancies occur.

Training needs are assessed through individual interactions between supervisors and employees and are detailed in the employee's planning stage. Linking the planning stage of the EPMS to specific training opportunities provides information on what types of training employees need. The Office of Human Resources reviews these documents and works to ensure that employees have access to the training identified in the planning stages. Some OEPP offices participate in the State Agency Training Consortium (which coordinates general and specialized training for state agencies) thus increasing the availability and range of training available. Cross training is another avenue widely used by OEPP offices.

To meet specific office staff's needs, each OEPP Office Leader works with staff to arrange training opportunities for the unique needs of their staff. Some agencies have a very formal training plan. For example, the Continuum of Care provides a general orientation to their agency, a detailed case management curriculum, extensive instructional training (including competency evaluations), and one-on-one training on the job. Training is also conducted on performing clinical assessments which are used to measure client progress. The Office of Economic Opportunity assesses sub-grantee training needs through the monitoring process; subsequent improvements in sub-grantee processes and performance are used to assess the effectiveness of training. The Office of Veteran's Affairs uses national information/training and regional training provided by the regional offices of the VA Medical Centers.

5.5 How does your employee performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?

In OEPP an open-door policy exists whereby each employee has a direct supervisor to whom they can immediately go with questions or suggestions, allowing everyone to contribute to the overall work system. Employee feedback and suggestions regarding the management of specific programs are encouraged. Goals are included in the EPMS Planning Stage and supervisors and/or directors routinely work with the employee throughout the year to monitor the progress toward those goals.

The specific OEPP offices use staff meetings as one avenue for feedback - especially on organizational goals and the status of action plans. Individual supervisory sessions address employee performance. Offices report being flexible with schedules when pressing deadlines arise or extra help is needed in other offices.

5.6 How do you motivate your employees to develop and utilize their full potential?

Please refer to 5.1. In summary, information mentioned included

- Training: job related, skills related, areas of interest and cross-training
- Hosting a drop-in for all Governor's Office employees for State Employee Recognition Day. This was an opportunity to thank employees for their service to the agency and the state.
- Organizing and conducting OEPP's state service recognition ceremony.
- When employees demonstrate skills or express an interest in developing skills, job tasks are assigned (when possible) to help develop or use areas of knowledge.
- Creating a positive atmosphere and encouraging staff to demonstrate a good work ethic and proper attitude.
- Recognizing staff individually for their expertise.

5.7 What formal and informal assessment methods and measures do you use to determine employee well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you determine priorities for improvement?

Employee well-being and satisfaction are addressed in various ways. Methods used to obtain employee feedback are informal meetings and exit interviews or an exit interview questionnaire with departing employees. Exit interviews are analyzed for data on employee turnover and shared with each office. The employee grievance policy detailed in the Employee Handbook provides for mediation and appeal to the State Human Resources Director. All Office leaders agree and encourage open communication and discussions.

Variable work schedules help employees balance personal and professional lives. An annual Christmas party and other social gatherings are scheduled to promote a sense of community. Several offices (OEO, COC) also sponsor an annual staff meeting.

5.8 How do you maintain a safe, secure and healthy work environment?

Hazard Communication policy is given to all employees at new hire orientation sessions. The Fire Marshal inspects office buildings which house agency staff, in accordance with regulations established by the Department of Labor, Licensing and Regulation. Wellness information and training sessions are posted routinely for employees. Health screenings at minimal cost are offered to employees. Free health workshops and distribution of health information are available.

Emergency and disaster preparedness is coordinated through OEPP's Director of Administration, with staff on call to assist, if necessary. Each office is informed of evacuation procedures in the event of fire, etc., and there is a designated staff member who is instructed to take roll call in such events. Emergency and Disaster plans have been developed and are continually reviewed. New emergency preparedness topics discussed include flu pandemic and disaster relief coordination.

In addition to the general practices, some offices take additional precautions related to their program and customers. For example, CAP and COC staff are specially trained on working with difficult clients and/or working to de-escalate behaviors. Staff having direct contact with children must attend a crisis prevention course which teaches de-escalation and proper responses to client aggression.

Section III – Elements of Malcolm Baldrige

Category 6: Process Management

6.1 What are your key processes that produce, create or add value for your customers and your organization? How do you ensure that they are used?

OEPP offices communicate objectives, define measures, and inspect the progress and achievement of objectives through continual teamwork at all levels. Major processes have been integrated system-wide, using teams, databases, and Internet/Intranet technology for greater coordination and efficiency service delivery. Processes within the OEPP's Information Technology, Human Resources and Finance aid and support other offices within OEPP. Both internal (activity reports, management reports on achievement of goals, reporting, etc.) and external (applications, budgets, monitoring, etc.) management of resources are processes in place.

Several offices have processes in place to communicate their goals and evaluation results to our customers, their families, etc. Some offices accomplish this through meetings, newsletters, and/or site visitations. Other offices review reports and documentation submitted by agencies and businesses for accuracy of information and compliance with guidelines.

Many individual offices use electronic tracking systems to monitor the efficiency of intake and dispersal of program services processes. For example, the Correspondence Office tracks incoming letters, e-mails, and faxes as a means of ensuring timely responses and records mail generated by the Governor's Office to prevent duplication. The Office of Veterans Affairs monitors the standing of various individual applications for resolution. The Continuum of Care and Client Assistance Program use client databases to track and monitor essential information. The Crime Victim Ombudsman's Office has a process for tracking complaints.

6.2 How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency factors such as cycle time into your design and delivery?

New technology has enabled databases and information systems that answer to changing customer and mission-related requirements. Regardless of the methodology used, program processes are routinely reviewed for accuracy and timeliness by Office leaders. The boundaries of state and federal guidelines that specify program function and dictate the population to be served are reviewed according to their mandates. The Office of Human Resources is responsible for the formulation, implementation and administration of personnel management policies and programs for the Governor's Office.

As part of the accountability process, each Office is asked to provide goals for each fiscal year. These goals must be clearly linked to OEPP's mission and must reflect the Governor's goals. Offices routinely report on the status of their goals. If the action taken is improving processes, it is incorporated into standard procedures. If not, the Office reassesses its goals and either adapts these goals to deal with problems affecting their success or formulates new goals. Issues routinely reviewed by the Office leader include: programming elements, budgets, costs, and training.

Several technology advances in the IT system were made to improve efficiency within OEPP. These included upgrading network equipment to current technical standards, resulting in increased reliability, efficiency, security, and cost effectiveness. The e-mail system was enhanced through encryption and all non-secure operating systems were replaced, resulting in enhanced security. The OEPP web-sites have been totally revamped and upgraded for the benefit of our customers.

6.3 How does your day-to-day operation of these processes ensure meeting key performance requirements?

Although production and delivery processes vary by office, day to day operations are directed to ensure that performance requirements are met. Table III.6.3 highlights how select OEPP offices' meet performance requirements.

Table III.6.3. Ensuring Requirements Are Met

Office	Examples of Methods
Client Assistance Program (CAP)	Regulatory and policy-mandated requirements are provided by the Federal Grantee and followed by staff. All processes are closely monitored on a daily basis to ensure compliance.
Continuum of Care (COC)	<ul style="list-style-type: none"> • All key processes have been flowcharted. • Checks and balances are in place to review schedule and timeliness of conducting and completing critical assessments, consultations, treatment planning, contract renewals, etc. • IT updates are performed nightly. • Regulatory and policy mandated requirements are incorporated within a monitoring schedule. Regional and state office case management and service audits ensure compliance with standards. • Policy and directives are on-line for easy reference.
Correspondence	All daily office functions are highly specific and closely monitored to ensure that all process steps are followed. This ensures that all mail is processed, logged and routed quickly and properly.
Crime Victims Ombudsman (CVO)	Because the Office is small, all operations and functions are reviewed on a daily basis by the staff and Ombudsman.
Developmental Disabilities Council (DDC)	By monitoring sub-grantees on a routine basis
Economic Opportunity (OEO)	These processes monitor regulatory compliance with grant parameters. Budget and financial status reports are reviewed to ensure allowable expenditures. Program status reports assess agency progress in reaching program goals. Performance logs can therefore be identified early and training can be provided to overcome obstacles.
Foster Care Review Board (FCRB)	All processes are linked to meeting statutory requirements and are mission driven.
Guardian ad Litem (GAL)	On-going recruitment of potential volunteers is the method for meeting the requirement.
Ombudsman	Cases must be handled on an individual basis to ensure accuracy and customer satisfaction. Accurate reporting in the log is necessary to track progress and expectations. Day-to-day operations must be handled precisely to meet key performance requirements.
Children's Affairs/ CCRS	
Small and Minority Business Assistance (OSMBA)	Focus is maintained on our core goals and objectives.
State Office of Victim's Assistance (SOVA)	These processes monitor compliance with action plans. Management reports are reviewed to ensure that individual employees are meeting EPMS goals that contribute to each department reaching its departmental goals.
Veteran's Affairs (OVA)	Daily monitoring allows for quicker resolution of claims and corresponding payments to veterans. This improves customer satisfaction and results in greater economic benefit to the state of South Carolina. See Figure III.7.3.6

6.4 How do you systematically evaluate and improve your key product and service related processes?

OEPP offices, in conjunction with OEPP leadership, routinely evaluate the products and processes. This ensures that OEPP provides quality services in keeping with the OEPP mission and Governor Sanford's goals and plans.

The individual OEPP offices have fixed schedules for routine review of goals, objectives and evaluation measures, as well as a review of various processes. Feedback is reviewed from administration, customers and stakeholders, and assessments; staff evaluate what processes should be changed and then implement the changes. Some Offices also evaluate using monitoring assessment tools for grants, providers, statistics, etc.

6.5 What are your key support processes, and how do you improve and update these processes to achieve better performance?

OEPP's Strategic Plan identifies key support processes for all offices through the corresponding action items and performance measures. In addition, staff, customers, and/or stakeholders are a crucial part of the process of developing goals and action plans. Many key processes were addressed in question 6.1. In summary, this includes: open and on-going communication between staff, customers and stakeholder; regularly scheduled review of strategic goals and outcome results; and review of processes outlined in the State Plan, statutory requirements or contractual requirements. Office leaders also monitor the efficiency of workflow and assignments.

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Category 7: Results

7.1 What are your performance levels and trends for the key measures of mission accomplishment and organizational effectiveness?

Highlighted in the tables and figures within this area are examples of OEPP's performance levels and trends for the key measure of mission accomplishment and organizational effectiveness. (The data is categorized by OEPP office.) These results are related to the performance measures for the respective program areas as delineated in Table II.1.1, Chart III.2.2, and Table III.4.3.

CLIENT ASSISTANCE PROGRAM

Table III.7.1.1

Performance Measure	FY 03-04	FY 04-05	FY 05-06
Number of CAP Cases	187	165	185
Number of information and referral	4037	4309	4297

CONTINUUM OF CARE (COC)

Table III.7.1.2 COC Client Functioning (data points* are based on feedback provided through surveys)

Performance Measure	FY 03-04	FY 04-05	FY 05-06
% of children who remained at home with WRAP services in place. (Note: 05-06 data based on 6/30/06)		52 %	54%
% of parents* who felt their child's behavior at home has improved	63%	57%	57%
% of teachers* who report the Continuum child will advance to the next grade level.	84%	95%	91%
% of teachers* who responded that students' behaviors improved as a result of the Continuum of Care's involvement.	88%	83%	94%
% of teachers* who stated that the Continuum has been critical in supporting the student's educational placement and progress.		87%	99%
% of Continuum children (9 th grade or above) who are on the High School diploma, Alternative/Occupational Certificate or GED Education Track		51%	52%

Table III.7.1.3 COC Child Functioning (based on CAFAS assessments)

Assessments are administered to clients who have been served by Continuum for at least three months; CAFAS is administered annually thereafter. CAFAS results reflect improvement by child. The % shown are averages of all Continuum clients' assessments in a specified time period.

Performance Measure	FY 03-04	FY 04-05	FY 05-06
% of clients showing a decrease in problematic behaviors in a school setting	35 %	45%	43%
% of clients showing a decrease in problematic behaviors in the home	36%	51%	39%
% of clients showing a decreases in problematic behaviors in the community	29%	35%	33%

Table III.7.1.4 COC Service Availability (data points* are based on feedback provided through surveys)

Performance Measure	FY 03-04	FY 04-05	FY 05-06
% of student who have been able to remain in the classroom more consistently due to the Continuums' coordination of services* (based on teacher's surveyed.)	89%	81%	91%
% of families* receiving WRAP services who report receiving them in the amount stated on their treatment plan	53%	42%	87%
% of families* who felt that services were more available to their child now that the child is a client of the Continuum	90%	75%	84%
% of families* who felt that services are a higher quality now that their child is a client of the Continuum.	88%	86%	85%

CORRESPONDENCE

Table III.7.1.5

Performance Measure	FY 05-06
Pieces routed	35,710
Written responses	12,706
Phone responses	12,242
Outgoing pieces	12,922
# of retirees written	2,629
% responses within 5 days	62%

CRIME VICTIMS OMBUDSMAN

Table III.7.1.6

Performance Measure	FY 03-04	FY 04-05	FY 05-06
Percent of calls/correspondence responded to within a 48 hour time period	93%	97%	96%
Percent of all formal inquiries conducted within a 4 month period	91%	92%	90%
# of incoming calls fielded			1962
Total number of assists and referrals			567

DEVELOPMENTAL DISABILITIES COUNCIL

Table III .7.1.7

Performance Measure	FY 05-06
Work to provide employment for persons with Developmental Disabilities	
Adults with disabilities who had jobs of their choice through council efforts	169
Employment programs/policies that were created/improved for people with disabilities	32
People who were active in systems advocacy about employment for people with disabilities	69
Education	
Students with disabilities who had education and support they needed to reach goals through council efforts	613
Students with disabilities transitioned from school to community and jobs.	111
Health Services	
People who were served through the Greenwood Genetic Center's Folic Acid public awareness campaign through the council's Health area of emphasis	174,906
People with disabilities who received improved health care services through the council's sub-grantees	768
Recreation/ Other Supports	
People with disabilities who received recreational activities through council efforts	704
Individuals who received formal/informal community supports through the council's sub-grantees	2,866

ECONOMIC OPPORTUNITY

In FY06, the South Carolina Community Action Network served a total of 143,346 individuals in over 70,000 families. Incomes of clients served ranged from well under to 151% of the federal poverty level. See Figure III.7.1.8.

Figure III. 7.1.8

**Federal Poverty Levels of Families Served
(70,203 Families)**

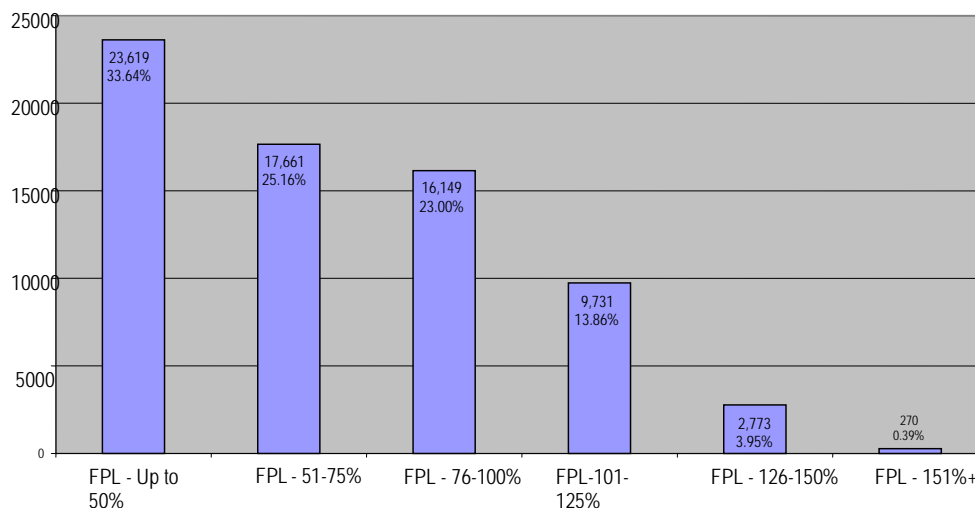


Table III.7.1.9 reflects outcome measures reported in South Carolina for mission accomplishment for the Office of Economic Opportunity

Table III.7.1.9 Economic Opportunity – Community Action Initiatives

National Performance Indicator 1.1 Employment The number and percentage of low-income participants in community action employment initiatives who get a job or become self-employed as measured by one or more of the following:	Eligible Entities Reporting	Number of Participants Enrolled in Program(s)	Number of Participants Expected to Achieve Outcome in Reporting Period (Target)	Number of Participants Achieving Outcome in Reporting Period	Percentage Achieving Outcome in Reporting Period	
	(#)	(#)	(#)	(#)	(%)	
A. Unemployed and obtained a job	15	3419	3331	2295	68.9%	
B. Employed and obtained an increase in employment income	12	1843	1554	892	57.4%	
C. Achieved "living wage" employment & benefits	12	2618	2095	1447	69.1%	
National Performance Indicator 1.2 Employment Supports The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action as measured by one or more of the following:	Eligible Entities Reporting	Number of Participants Enrolled in Program(s)		Number Achieving Outcome in Reporting Period		
	(#)	(#)		(#)		
A. Obtained pre-employment skills/competencies required for employment and received training program certificate or diploma	14	2069		1498		
B. Completed ABE/GED and received certificate or diploma	15	1216		626		
C. Completed post-secondary education program and obtained certificate or diploma	10	1217		929		
D. Enrolled children in "before" or "after" school programs in order to acquire or maintain employment	11	2222		2005		
E. Obtained care for child or other dependant programs in order to acquire or maintain employment	14	3269		2117		
F. Obtained access to reliable transportation and/or driver's order to acquire or maintain employment	12	873		501		
G. Obtained health care services for themselves or a family member in support of employment stability	9	963		369		
H. Obtained safe & affordable housing in support of employment stability (Pg. 18)	13	4329		1623		
I. Obtained Food assistance in support of employment stability (Pg. 18)	12	1301		1048		
National Performance Indicator 1.3 Economic Asset Enhancement & Utilization The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by one or more of the following:	Eligible Entities Reporting	Number of Participants Enrolled in Program(s)	Number of Participants Expected to Achieve Outcome in Reporting Period (Target)	Number of Participants Achieving Outcome in Reporting Period	Aggregated Dollar Amounts (Payments, Credits or Savings)	Percentage Achieving Outcome in Reporting Period
	(#)	(#)	(#)	(#)	(#)	(#)
Enhancement 1. Number and percent of participants in tax preparation programs who identify any type of Federal or State tax credit and the aggregated dollar amount of credits	5	140	600	255	\$67,422.00	42.50%
Enhancement 2. Number and percentage obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments	4	213	179	163	\$181,860.00	91.06%
Enhancement 3. Number and percentage enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings	8	1666	1474	1458	\$626,574.00	98.91%

Utilization 1. Number and percent demonstrating ability to complete and maintain a budget for over 90 days	9	1346	1271	604	\$107,678.00	47.52%
Utilization 2. Number and percent opening an Individual Development Account (IDA) or other savings account and increased savings, and the aggregated amount of savings	3	122	114	94	\$13,055.00	82.46%
Utilization 3a. Number and percent capitalizing a small business due to accumulated savings	1	1	1		\$276.00	0.00%
Utilization 3b. Number and percent pursuing post-secondary education due to savings	3	24	24	24	\$46,863.00	100.00%
Utilization 3c. Number and percent purchasing a home due to accumulated savings	2	6	4	3	\$5,679.00	75.00%
National Performance Indicator 2.1 Community Improvement & Revitalization Increase in, or preservation of opportunities and community resources or services for low-income people in the community as a result of community action projects/initiatives or advocacy with other public and private agencies, as measured by one or more of the following:	Eligible Entities Reporting (#)		Number of Projects or Initiatives (#)		Number of Opportunities an/or Community Resources Preserved or Increased (#)	
A. Accessible "living wage" jobs created or retained in the community	3		11		128	
B. Safe and affordable housing units created in the community	3		7		665	
C. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy	9		172		1144	
D. Accessible and affordable health care services/facilities for low-income people created or maintained	2		2		887	
E. Accessible safe and affordable childcare or child development placement opportunities for low-income families created or maintained	6		24		2214	
F. Accessible "before" school and "after" school program placement opportunities for low-income families created or maintained	8		16		637	
G. Accessible new, preserved, or expanded transportation resources available to low-income people, including public or private transportation	5		12		2643	
H. Accessible preserved or increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, life skill training, ABE/GED, and post-secondary education	6		10		363	
National Performance Indicator 2.2 Community Quality of Life & Assets The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by one or more of the following:	Eligible Entities Reporting (#)		Number of Program Initiatives or Advocacy Efforts (#)		Number of Community Assets, Services, or Facilities Preserved or Increased (#)	
A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets	2		36		179	
B. Increase in the availability or preservation of community facilities	5		8		32	
C. Increase in the availability or preservation of community services to improve public health and safety	4		54		489	
D. Increase in the availability or preservation of commercial services within low-income neighborhoods	1		2		2	
E. Increase or preservation of neighborhood quality of life resources	6		20		23	

National Performance Indicator 3.1 Civic Investment The number of volunteer hours donated to Community Action:	Eligible Entities Reporting	Total Number of Volunteer Hours			
A. Total number of hours volunteered to Community Action*	(#)	(#)			
	15	798,701			
National Performance Indicator 3.2 Community Empowerment Through Maximum Feasible Participation The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community as measured by one or more of the following:	Eligible Entities Reporting	Number of Low-Income People			
A. Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community action efforts	(#)	(#)			
	14	2048			
B. Number of low-income people acquiring businesses in their community as a result of community action assistance	1	2			
C. Number of low-income people purchasing their own homes in their community as a result of community action assistance	4	145			
D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action	5	622			
National Performance Indicator 4.1 Expanding Opportunities Through Community-Wide Partnerships The number of organizations, both public and private, community action actively works with to expand resources and opportunities in order to achieve family and community outcomes:	Eligible Entities Reporting	Number of Organizational Partnerships			
A. Number of organizations community action agencies work with to promote family and community outcomes	(#)	(#)			
	15	27,996			
National Performance Indicator 5.1 Broadening the Resource Base The number of dollars mobilized by community action, including amounts and percentages from:*	Eligible Entities Reporting	Dollars Mobilized	Percentage of Total		
A. Community Services Block Grant (CSBG)	(#)	(\$)	(%)		
	15	\$10,095,975.00	6.7%		
B. Non-CSBG Federal Programs	15	\$121,536,815.00	80.6%		
C. State Programs	8	\$334,293.00	0.2%		
D. Local Public Funding	12	\$4,485,580.00	3.0%		
E. Private Sources (including foundations and individual contributors, goods and services donated)	14	\$10,139,475.00	6.7%		
F. Value of Volunteer Time	15	\$4,113,308.00	2.7%		
TOTAL		\$150,705,446.00	100.0%		
National Performance Indicator 6.1 Independent Living The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services:	Eligible Entities Reporting	Number of Vulnerable Individuals Living Independently			
A. Senior Citizens	(#)	(#)			
	15	26,743			
B. Individuals with Disabilities	14	15,637			
National Performance Indicator 6.2 Emergency Assistance The number of low-income individuals or families served by community action that sought emergency assistance and the percentage of those households for which assistance was provided, including such services as:	Eligible Entities Reporting	Unit of Measurement	Number Seeking Assistance	Number Receiving Assistance	Percentage Achieving Outcome in Reporting Period ((#)
	(#)		(#)	(#)	

A. Food – Indicate <u>your state's</u> unit of measurement, such as bags, packages, cartons, families, individuals, etc.	14	Meals	541,315	540,339	99.8%
B. Emergency Vendor Payments, including Fuel/Energy Bills	15	Households	71,855	60,610	84.4%
C. Temporary Shelter	11	Households	824	584	70.9%
D. Emergency Medical Care	14	Households	1,595	1,060	66.5%
E. Protection from Violence	9	Households	109	109	100.0%
F. Legal Assistance	4	Households	38	37	97.4%
G. Transportation	9	Households	1,933	1,928	99.7%
H. Disaster Relief	11		263	174	66.2%
I. Clothing	7	Households	401	327	81.5%
National Performance Indicator 6.3 Child and Family Development The number and percentage of all infants, children, youth, parents, and other adults participating in development or enrichment programs that achieve program goals, as measured by one or more of the following:	Eligible Entities Reporting (#)	Number of Participants Enrolled in Program(s) (#)	Number of Participants Expected to Achieve Outcome in Reporting Period (Target) (#)	Number of Participants Achieving Outcome in Reporting Period (#)	Percentage Achieving Outcome in Reporting Period (%)
Infant & Child 1. Infants and children obtain age appropriate immunizations, medical and dental care	14	15,056	14,823	14,679	99.0%
Infant & Child 2. Infant and child health and physical development are improved as a result of adequate nutrition	14	15,202	15,046	14,954	99.4%
Infant & Child 3. Children participate in pre-school activities to develop school readiness skills	15	12,943	12,708	12,624	99.3%
Infant & Child 4. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1 st Grade	13	8,684	7,409	7,413	100.1%
Youth 1. Youth improve physical health and development	7	2,156	2,133	2,097	98.3%
Youth 2. Youth improve social/emotional development	12	2,183	2,091	2,059	98.5%
Youth 3. Youth avoid risk-taking behavior for a defined period of time	11	1,666	1,518	1,505	99.1%
Youth 4. Youth have reduced involvement with criminal justice system	9	1,451	1,297	1,321	101.9%
Youth 5. Youth increase academic, athletic or social skills for school success by participating in before or after school programs	12	1,792	1,558	1,306	83.8%
Adult 1. Parents and other adults learn and exhibit improved parenting skills	10	5,225	4,917	4,404	89.6%
Adult 2. Parents and other adults learn and exhibit improved parenting family functioning skills	10	5,214	4,558	3,763	82.6%

Office of Economic Opportunity (continued)
OEO Grant Administration

Table III.7.1.10 Grant Administration

Performance Measure	FY 05-06
Emergency Shelter Grants	
In addition to the data presented below, ESGP funds were provided to community-based shelters to offer housing assistance to the State's homeless population. These funds improved the quality of existing emergency shelters for the homeless and helped meet the cost of operating emergency shelters. In addition, ESGP funds provided essential services to homeless individuals to ensure access to safe and sanitary shelters. Finally, these funds provided support services to alleviate the problem of homelessness and address the needs of those "at risk" of becoming homeless.	
OEO awarded Emergency Shelter Grants to homeless shelters and homeless service organizations during the reporting period.	34 grants awarded to 33 homeless service organizations.
Average amount per award	\$41,335.18
ESGP resources provided support services during FY05-06	28,824 homeless individuals and families
Low Income Home Energy Assistance Programs	
Low-income households received:	
• direct heating assistance	14,585
• direct cooling assistance	8,653
Of the Low-income households who received direct heating or cooling assistance	
# Elderly Served	11,656
# Disabled Served	6,562
# with children under the age of 5	5,346
# households received emergency assistance to prevent utility termination	14,167
Of these households:	
# Elderly Served	4,642
# Disabled Served	2,735
# with children under the age of 5	7,005
Weatherization	
# Low-income homes were weatherized in FY05-06 across South Carolina.	1,381

OEO Emergency Shelter Grant Program (ESGP)

Accomplishments in FY05-06 are listed in Tables III.7.1.11 through III.7.14

Table III - 7.1.11 OEO reflects the number of persons served as classified by race/ethnicity

Race/Ethnicity of Population Served	
White, non-Hispanic	10,097
Black, non-Hispanic	17,945
Hispanic	616
Asian/Pacific Islander	79
American Indian / Alaskan Native	87
Total	28,824
<i>The total includes 3,796 families headed by females.</i>	

Table III.7.1.12 The type of services offered by the 33 shelters funded during ESGP FY05-06

Type of Services Provided by ESGP Recipients			
emergency shelter facilities	28	transitional housing	11
vouchers for shelters	0	outreach	8
drop-in-center	1	soup kitchen/meal distribution	7
food pantry	4	health care	8
mental health	13	HIV/AIDS services	2
alcohol/drug program	9	employment	8
child care	12	homeless prevention	9
other	9		

Table III.7.1.13 On an average day, the % of the population served comprised groups of individuals

Population Characteristics			
battered spouses	46.13%	drug dependent individuals	29.19%
runaway/throwaway youth	51.00%	elderly	7.00%
chronically mentally ill	18.13%	veterans	7.57%
developmentally disabled	4.00%	physically disabled	8.19%
HIV/AIDS	8.50%	other	66.99%
alcohol dependent individuals	26.04%		

ESGP recipients offered both residential and non-residential services. On average, at least 956 individuals were served daily with non-residential services, such as in the provision of clothing, counseling services, and food vouchers. Additionally, on average, at least 6,106 individuals received residential services daily. This includes residential service to at least 416 adults and 383 children per day.

Table III.7.1.14 The housing capacity of all shelters funded during FY05-06:

Shelter type	Shelter Capacity
barracks	1,142
group/large house	1,830
scattered site apartment	121
single family detached house	54
single room occupancy	0
mobile home/trailer	0
hotel/motel	3
other	266

Below is a **BRIEF** narrative description of three (3) shelters' activities and accomplishments during FY05.

- **Sistercare, Inc.**, as an organization dedicated to assisting victims of domestic violence, serves a five-county area that includes Richland, Lexington, Fairfield, Kershaw, and Newberry counties. While they only provide emergency shelter to female victims and their children, they provide counseling and other services to all victims at the request of health facilities and law-enforcement agencies. Sistercare, Inc. was the recipient of ESGP funding totaling \$49,000. Their budget included essential, preventive, and operational costs. As of April 18, 2006, 99% of their budget was expended with only \$355 remaining.

The agency provided 17,142 (number of persons sheltered times the number of days shelter was provided) days of emergency shelter, serving 742 persons. The 742 total persons served with shelter represented a 14% increase over the 2004 level. Additionally, the agency received 6,532 calls on its 24 hour crisis line.

- **Crisis Ministries** serves homeless individuals in Berkeley, Charleston, and Dorchester counties. It is currently the largest organization providing services designed specifically for homeless people in South Carolina, and provides more than 72% of the available homeless beds in its tri-county service area. Furthermore, it provides 100% of all homeless specific primary medical care, mental health care, licensed professional case management services and licensed substance abuse services in the City of Charleston. Crisis Ministries was the recipient of ESGP funding totaling \$50,313. Their budget supported shelter operational costs. As of March 23, 2006, 100% of their budget was expended. According to agency data, Crisis Ministries served over 1,500 persons during the 2005 calendar year.
- **Greenhouse Runaway & Homeless Youth Shelter**, in Sumter County, is a crisis intervention program that provides temporary shelter and services to youth ages 10-18. The shelter provides individual, family, and group counseling, medical and legal services, placement and aftercare, transportation, recreational activities, crisis counseling, cultural diversity programs, street outreach, and an in-house school. Greenhouse Runaway was the only shelter funded during the ESGP FY05-06 whose budget included renovations. Greenhouse was awarded an ESGP grant totaling \$30,401. Their entire budget funded major renovations to add space for computer, diversity, and academic instruction. As of March 23, 2006, 100% of their budget was expended.

Spartanburg Children's Shelter, in Spartanburg, provides temporary housing, food, healthcare, clothing, and love to children from birth to 18 years of age who have been removed or displaced from their homes due to abuse, neglect, or abandonment. The shelter can provide accommodations for 32 children per night. Spartanburg Children's Shelter is the only facility in Spartanburg County serving the needs of children that are homeless as a

result of abuse and neglect. Spartanburg Children's Shelter was the recipient of ESGP funds totaling \$48,875. Their entire budget was used for shelter operations and for the cost of replacing the HVAC system and utilities. As of May 8, 2006, 100% of their budget was expended.

FOSTER CARE REVIEW BOARD

The mission of the Children's Foster Care Review Board (FCRB) is to provide an external system of accountability and advocacy for children and families involved with the foster care system, promoting safe, permanent homes for children in foster care in a timely manner, while increasing public awareness about the impact of child abuse and neglect. Program Measures for the past seven years are attached in Table III.7.1.15. The number of children residing in foster care in South Carolina has steadily increased since 2000. The number of reviews completed and the number of children reviewed have increased. The total number of volunteer hours has increased, as has the number of reviews per Review Board Coordinator.

Other significant trends are Areas of Concern cited, the amount of time children spend in foster care, the average number of placements children experience while in child care, the percentage of children achieving permanency either through a consummated adoption or return to their natural parent, and the number of children that re-enter foster care. Since 2002 the total number of Areas of Concern cited has decreased. The length of time children spend in foster care has decreased 25% since 2002, and placements have decreased 38%. These are significant improvements for children and families in the foster care system. However, permanency has not improved for children and the percentage of children re-entering foster care remains above 20%.

Table III.7.1.15 Foster Care Review Program Measures

Measure	FY 99-00	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Number of Reviews Completed	8,169	8,097	8,075	8,305	8,443	8,232	8,317
Number of Children Reviewed	4,679	4,665	4,771	4,856	4,800	4,810	4,853
Number of Review Board Meetings	410	423	416	434	431	440	431
Number of Coordinators	9.50	9.25	9.00	8.10	8.00	8.00	8.00
Number of Volunteer Hours	9,919	9,890	9,781	9,668	10,031	10,155	10,574
Children Reviewed per Meeting	19.9	19.1	19.4	19.1	19.6	18.7	19
Reviews per Coordinator	860	875	897	1,025	1,055	1,029	1,040
Volunteer Hours per Review	1.21	1.22	1.21	1.16	1.19	1.23	1.27
Volunteer Hours per Child	2.12	2.12	2.05	1.99	2.09	2.11	2.17
Number of Areas of Concern Cited	10,521	10,096	8,623	8,543	10,415	10,270	9,816
Areas of Concern per Review	1.29	1.25	1.07	1.03	1.23	1.25	1.18
Reviews Continued or Rescheduled	298	258	206	225	386	321	316
Reviews Not Held Timely	159	219	198	177	205	228	229
Average Number of Years in Care	3.5	3.5	3.3	4.5	4.1	3.8	3.6
Average Number of Placements	3.5	3.5	3.6	5.4	4.9	4.3	4.0
Percent Achieving Permanency	66%	64%	64%	64%	58%	59%	59%
Percent Recidivism	22%	18%	22%	18%	27%	24%	22%
Number of Advocacy Referrals Initiated	1,396	1,406	1,275	1,254	562	727	821
Number of Training Sessions Conducted for Staff & Review Board Members	Not Measured	Not Measured	10	8	7	9	11
Number of Presentations Given for Outside Entities	Not Measured	Not Measured	17	18	12	13	23

The stated goals for FY 2005-2006 address increasing public knowledge and awareness about the foster care system, and collaborating with partners to improve the system for children in foster care. Tables III .7.1.16 and III.7.1.17 outline performance measures that will be used to evaluate progress in these areas. This was the first year quantifiable data was collected.

Table III.7.1.16 FCRB Key Performance Measures for Increasing Public Knowledge and Understanding about the Role of the Children's Foster Care Review Board Note: Reference refer to Chart III.2.2 Foster Care Review Board information

➤ Reference 1.1 State Board Members Call and Visit Local Review Boards	Completed for FY 2005-06
➤ Reference 1.2 Quarterly Reports at State Board Meetings	Completed for FY 2005-06
➤ Reference 1.3 State Board Members Attend Chairperson's Training	Completed for FY 2005-06
➤ Reference 2.1 Formation of Public Relations/Legislative Committee	Completed for FY 2005 and Meeting Quarterly
➤ Reference 2.2 Review of State Data	FY 2005-06 Annual Report and 2006 Facts about Foster Kids Reports
➤ Reference 2.4 Create and Implement Plan to Disseminate Message	October 2006
➤ Reference 2.5 Evaluate Public Awareness Plan Effectiveness	FY 2007 - 2008

Table III.7.1.17 FCRB Key Performance Measures for Collaborating with State and National Partners to Improve Systems that Impact Children in Foster Care Note: Reference refer to Chart III.2.2 Foster Care Review Board information

➤ Reference 1.1 Number Quarterly Stakeholder Meetings and Monthly State DSS Meetings	Review Board members and Review Board attended 116 stakeholder meetings
➤ Reference 1.2 Number of Reports Submitted to State Office	102 reports submitted
➤ Reference 1.3 Number of External Trainings for Stakeholders	23

GUARDIAN AD LITEM (GAL)

Table III.7.1.18 illustrates the important measures for the Guardian ad Litem (GAL) Program. The trend of fewer cases closed means that volunteers are serving longer on cases and are not available for additional appointments. These numbers highlight the need for increased recruitment and retention of volunteers, despite a smaller number of new cases.

Table III.7.1.18 - GAL

Measure	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Total Number of Children Served	4,877	5,120	7,909	7,836	7,248	6,849
Total Number of Volunteers	1,273	1,338	1,684	1,527	1,371	1,328
Total Number of New Cases	1,701	1,886	1,689	1,602	1,444	1,385
Total Number of Closed Cases	1,394	3,300	1,659	1,696	1,500	1,369

OMBUDSMAN/CHILDREN'S AFFAIRS/CCRS

Table III.7.1.19

Measure	FY 05-06
# of written inquires	5,892
% of the written inquires handled within 5 days or less	92%
# of telephone inquires	6,092
% of telephone inquires responded to within 24 hours	96%
# of agency referral made	409
% of agency referral which were responded to and closed	96%

STATE OFFICE OF VICTIM'S ASSISTANCE (SOVA)

Table III.7.1.20 Services provided by SOVA outreach offices

Measure	FY 05-06
# victims were provided services	619
# different types of ongoing services were provided	2,053
# training events were held	38
# of participants were trained on victim services	886

Table III.7.1.21 Outcome measures for FY 2005-2006 for SOVA's Victim/Witness Assistance Services Department:

Measure	FY 05-06
# of claims received	3,767
# walk-in in victims assisted	109
# incoming calls received:	30,950
# status calls	14,911
# referrals	14,263
general information	800
application requests from front desk	609
other	367
Year End Report for FY 2005-2006 – Tracking incoming and outgoing mail	
Incoming Mail	18,382
Outgoing Mail	23,118
Year End Report for FY 2005-2006 - Training and Publications	
Publications distributed	24,954
Training events	31
Participants trained	738
Total training combined with SOVA main office and outreach offices	69
Total participants trained combined with SOVA main office and outreach offices	1,624
Claims	
# of claims processed	4659
Total amount of payout (This alleviated the medical burdens of thousands of crime victims)	\$10,924,603
Amount recovered through restitution/subrogation program to help ensure the continued solvency of the compensation fund for future crime victims	\$486,000

VETERANS' AFFAIRS

The Office of Veterans' Affairs tracks data associated with essential missions of this office and compares this information with expected goals and objectives. Positive results are shared with state and local agencies, negative variances are reviewed for causes and appropriate action is taken to improve future performance. Key measures tracked include, but are not limited to, Federal VA Expenditures in South Carolina (Figure III.7.3.6), the Veterans' Affairs Free Tuition Program (Table III.7.2.7), the number of compensation and pension claims cases managed, and the number of training sessions sponsored.

7.2 What are your performance levels and trends for the important measures of customer satisfaction?

The tables below highlight examples of OEPP's customer satisfaction results, as related to the performance measures for the respective program areas as delineated in Table III.4.3.

CLIENT ASSISTANCE PROGRAM

Table III.7.2.1 Customer Satisfaction Results (All data is based on feedback provided through surveys)

Performance Measure	FY 03-04	FY 04-05	FY 05-06
Goal: Clients will express satisfaction with the services they receive			
Number of clients expressing "Very Satisfied"	39	38	42
Number of clients expressing "Satisfied"	3	2	1
Number of clients expressing "Not Satisfied"	0	0	0
Number of clients stating that they would use CAP services again	42	40	43
Number of clients stating that they would not use CAP services again.	0	0	0

CONTINUUM OF CARE (COC)

Table III.7.2.2 Customer Satisfaction Results – Family (All data is based on feedback provided through surveys)

Performance Measure	FY 03-04	FY 04-05	FY 05-06
Goal: Families will express satisfaction with the services they receive			
% of families giving Continuum an A or B rating	80%	80%	82%
% of families who says they will refer other families to the Continuum	95%	80%	93%
% of families more satisfied with services once their child became a client of the Continuum	84%	86%	86%
% of families will report most or all needed services are being received	82%	82%	80%
% of families who stated the Continuum staff listens to their concerns when planning services.	95%	96%	93%

DEVELOPMENTAL DISABILITIES COUNCIL All of our sub-grantees are asked to develop a customer service survey and distribute it to their customers. As a result, 99 percent of the individuals surveyed said they have been satisfied with the services they have received through our sub-grantees.

ECONOMIC OPPORTUNITY

In FY05-06, the OEO implemented a mail/phone tracking system to gauge customer satisfaction based on negative contacts. This data will be compared over time to determine customer satisfaction levels relative to each Community Action Agencies (CAA) sub-grantees (Community Service Block Grant, Low-Income Home Energy Assistance Program (LIHEAP) and Weatherization Assistance Program (WAP). Table III.7.2.3 indicates complaint calls received by agency for FY05-06:

Table III 7.2 3 - OEO

Agency	CSBG	LIHEAP	WAP
Aiken/Barnwell CAC	2	1	7
Beaufort/Jasper EOC	0	2	N/A
Berkeley/Dorchester EDC	9	7	3
Carolina CAA	5	18	8
Charleston County HSC	0	6	7
Chesterfield/Marlboro EOC	0	15	0
Darlington County CAA	0	0	N/A
GLEAMNS	0	12	1
Lowcountry CAA	0	8	N/A
OCAB CAA	1	6	N/A
Pee Dee CAA	2	18	N/A
Piedmont CAA	2	5	0
SHARE	0	4	N/A
Waccamaw EOC	0	1	1
Wateree CAA	1	14	3

In Fy05-06, the OEO received zero (0) complaint calls regarding the Emergency Shelter Grants Program.

FOSTER CARE REVIEW BOARD

Table III.7.2.4 FCRB Customer Satisfaction Results outlines indicators for measuring customer satisfaction.

Table III 7.2.4 Foster Care Review Customer Satisfaction Results: FY 05-06

Performance Measures	Number	Dates
➤ Timely Preparation of Annual Report (statistical research and recommendations)	950 copies distributed	3/22/2006
➤ Review Board Member Survey (Bi-Annual in even years)	96 responses	9/15/2005
➤ Review Board Member Exit Interviews	10 completed	throughout year
➤ Evaluation: New Board Member and Staff Orientation	27 responses	10/25/05, 2/27/06, 3/20/06, 6/26/06
➤ Evaluation: Chairpersons' Training	38 responses	12/2/2005
➤ Evaluation: Certification Training for Board Members	17 responses	2/6/2006
➤ Evaluation: Foster Care Review Board Conference	74 responses	4/28/2006
➤ Stakeholder Survey	347 responses	10/13/2005

In October 2005, the Foster Care Review Board surveyed local Review Board members and Foster Care Review Board staff. Each group was asked to agree or disagree with twenty-five statements, using a scale of 1 to 5 where strong agreement scored a 1 and strong disagreement scored a 5. 165 surveys were mailed, with a response rate of 66%. The average score for all statements was 1.62; nearly 30% of all scores were “strongly agree”, while 25% of all scores were “strongly disagree”. Scores varied between Review Board members and Review Board staff. Review Board members’ scores were slightly more favorable. The last survey was completed in 2004 with a response rate of 61% and an average score of 1.30.

In 2005, the Foster Care Review Board surveyed stakeholders in South Carolina’s foster care system. Stakeholders included Family Court Judges, DSS Case Managers and Supervisors, Foster Parents, Guardians ad Litem, and birth parents. The surveys asked responders to score questions using a scale of 1 to 5 where strong agreement scored a 5 and strong disagreement scored a 1. 42% of DSS Case Managers and Supervisors responded, 28% of Family Court Judges responded, 26% of Foster Parents responded, 29% of the Guardians ad Litem returned surveys, and 14% of other interested parties returned surveys. The mean score for all statements was 3.52, nearly 18% of all scores were “strongly agree” and 7% of all scores were “strongly disagree”. Foster parents had the highest mean score of 3.7 and birth parents had the lowest mean score of 2.8. Of particular interest, 29% of the survey questions answered by Judges were neutral responses.

The State Board of Directors completed a self-assessment at the beginning of 2006 and will use their results at their annual planning retreat. Local Review Boards were also encouraged to develop self assessment plans for the year the results of which will be completed by October, 2006. These results will be considered by the State Board at their annual planning retreat.

STATE OFFICE OF VICTIM’S ASSISTANCE (SOVA)

In response to training events, SOVA offers the following data on satisfaction

Table III.7.2.5

Topic	Number present	Evaluation Results				
		Excellent	Good	Fair	poor	NA
Regional Training Event 1st Circuit “Enhancing Services: Making a Difference in 2006” 2/16/06	90	24	34	3		
Regional Training Event 4th Circuit – “Methamphetamine "A Growing Trend Affecting Our Community" 10/19/05	25 15 evaluations	14	1			
Regional Training Event 2nd and 14th Circuits “The World of Internet Crimes” 1/31/06	58 39 evaluations	21	18			
MUSC Training Team Event on Services and Benefits - 6/5/06	30 12 evaluations	9	3			

Table III.7.2.6

Appeal Hearing/Date	Provided with sufficient advocacy and support?	Hearing was:		
		Beneficial	Not beneficial	NA
2/17/06 (3 surveys received)	3 yes	1	1	1
5/18/05 (3 surveys received)	3 yes			

VETERANS’ AFFAIRS

In the Office of Veterans’ Affairs, the Free Tuition Program provides free tuition to in-state public colleges and universities for children of certain eligible veterans. The program is completely state funded throughout each public college and university. Data for the past five fiscal years are presented in Table III.7.2.7.

Table III. 7.2.7 - Veterans' Affairs Free Tuition Program Measures

Measure	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
# Students Applying	635	581	512	540	414
# Students Approved	387	449	388	381	311
# Students Enrolled	502	711	1182	1049	1226

7.3 What are your performance levels for key measures of financial performance?

Due to the nature of programs/ services provided, several offices do not have key measures related to financial performance.

DEVELOPMENTAL DISABILITIES COUNCIL

The Developmental Disabilities Council reviews reports from sub-grantees and measure against requirements for reimbursement.

OFFICE OF ECONOMIC OPPORTUNITY (OEO)

OEO financial data reported reflects funding for the federal 05-06 fiscal year. These are reflected in the Figures III 7.3.1; III 7.3.2; III-7.3.3 and III 7.3.4

Figure III.7.3.1

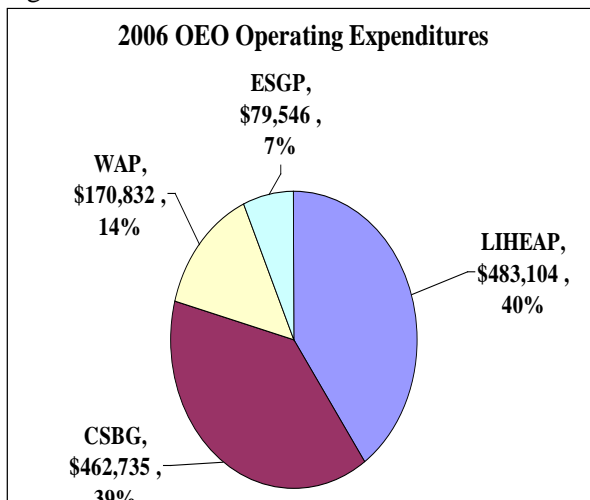


Figure III.7.3.2

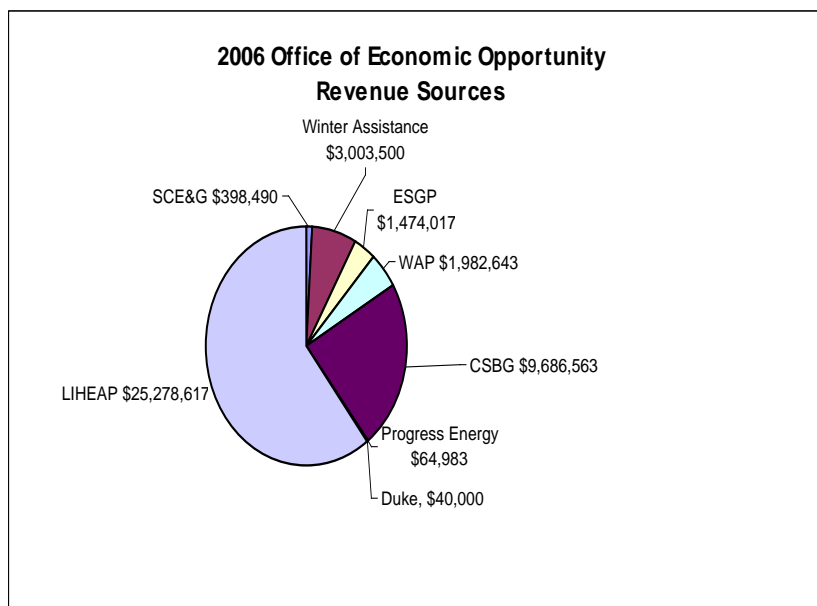
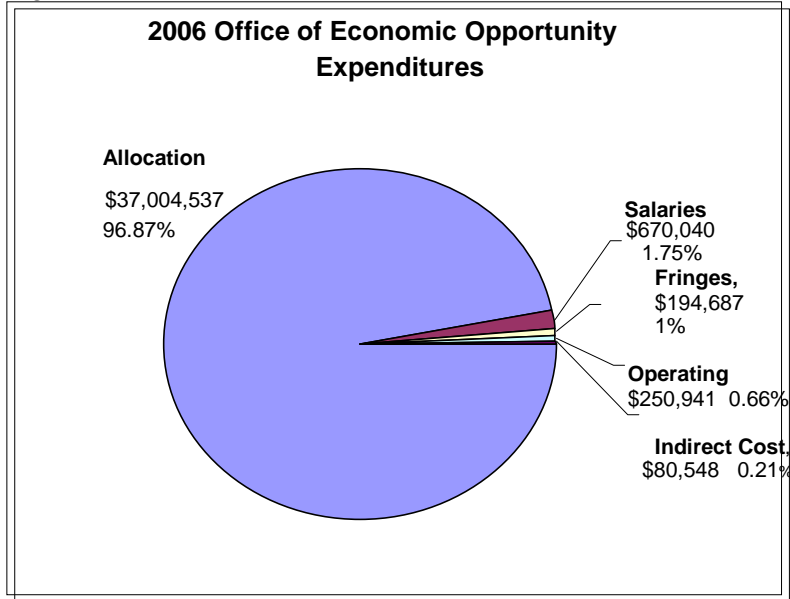
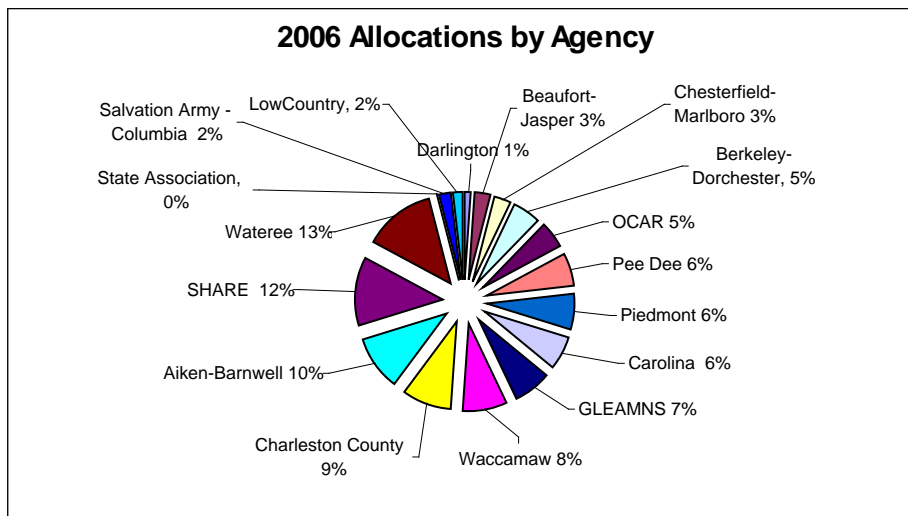


Figure III.7.3.3



The following shows a breakout of CSBG, LIHEAP, and WAP funding for South Carolina's 15 community action agencies and state association:

Graph III. 7.3.4



The following shows funding allocations FY 05-06 Emergency Shelter Grants Program:

The ESGP Matching requirement was met by

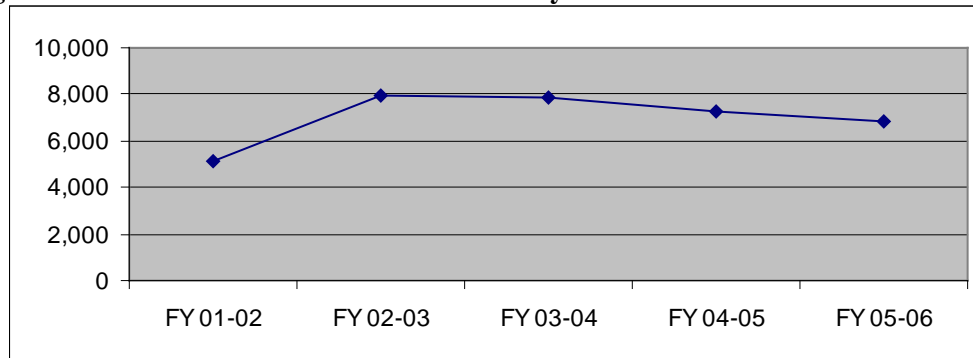
- (1) \$1,058,727.59 in other Federal funds through sources such as the Victims of Crime Act and City Community Development Block Grant funding,
- (2) \$701,648 in State and/or local funding, and
- (3) \$1,139,815.85 in private funding through sources such as United Way, shelter specific fund raising campaigns, and the value of volunteer hours.

Matching funds total more than \$2,900,191.44. This exceeds the ESGP funding committed to recipients by \$1,494,795.44, indicating that every ESGP dollar was matched by more than \$2.06 from all other sources.

GUARDIAN AD LITEM (GAL)

Five percent fewer children were served, in part because cases lasted longer. This keeps volunteers unavailable for new appointments. Extensive recruitment efforts this year have not yet impacted the final numbers of children appointed a volunteer Guardian ad Litem.

Figure III.7.3.5 Number of Children Served by GAL Volunteers



The Guardian ad Litem program is proposing a new strategic goal to address financial needs and performance. These are being incorporated and include:

- Key Strategic Goal should be: To create stability of funding for the Guardian ad Litem Program.
- The Supported Agency Strategic Planning Goal/Objective: Request recurring general funds more closely related to the true costs of funding the Program's mission.
- Related Key Agency Action Plan/Initiative(s): Stable funding supports the Guardian ad Litem Program goal of providing an increasing pool of well-trained volunteers and having adequate staff to support and supervise those volunteers. It also is a key to meeting compliance to best proactive standards.
- Key Cross references for Performance Measures: Tables III.7.1.8 and III.7.3.5 support our need for stable funding. These demonstrate the small decrease in the Program's ability to recruit new volunteers, which is directly linked to staffing needs in the previous year.

OFFICE OF SMALL AND MINORITY BUSINESS ASSISTANCE (OSMBA)

The OSMBA reached one of their internal goals concerning spending with certified minority firms. This past fiscal year, the OSMBA goal was \$30,205; the OSMBA spent \$55,201, exceeding their goal by \$24, 996.

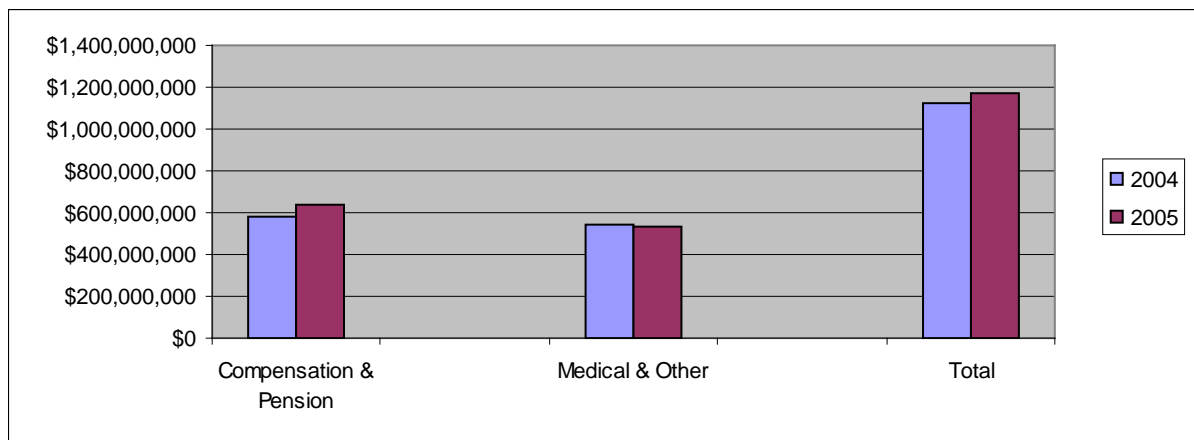
STATE OFFICE OF VICTIM'S ASSISTANCE (SOVA)

SOVA continues to expend approximately \$10 million/year in claims. While an actuarial study conducted in 2001 predicts possible future problems with the solvency of the fund, the growth of the restitution/recovery program (which recouped over \$480,000 in 05-06) should help combat future solvency issues.

VETERANS' AFFAIRS (OVA)

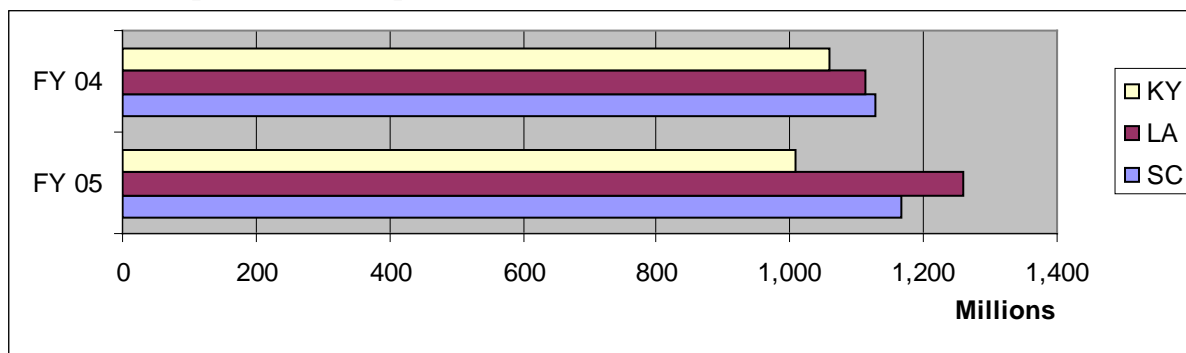
The Office of Veterans' Affairs provides client assistance to all veterans, their dependents, and survivors in developing, filing, presenting, and prosecuting to final determination all claims for benefits under terms of federal and state legislation. The U.S. Department of Veterans Affairs expends millions of dollars in South Carolina as demonstrated by Figure III.7.3.6

Figure III.7.3.6 – Federal VA Expenditures in South Carolina



Compared with Kentucky and Louisiana (states with comparable veteran populations), VA expenditures in South Carolina have increased over the past three federal fiscal years and exceeded comparison state's expenditures as shown by Figure 7.6. This positive trend is a result of the Governor's Office of Veterans' Affairs dedicated advocacy efforts on behalf of South Carolina veterans.

Figure III.7.3.7 VA Expenditures Comparison Data



7.4 What are your performance levels and trends for key measures of Human Resources Results (i.e. work system performance, employee learning and development, well-being, employee satisfaction, diversity, and retention?)

The Office of Human Resources (HR) has implemented services work process that measure performance levels and track trends. Some examples include:

- **Employee Performance:** HR administered the Universal Review Date for employee performance management system (EPMS) evaluations. The EPMS are due November 1. Last year, 157 EPMS evaluations were due; all OEPP offices met the established goal. 100% completed and submitted to HR on time.

The EPMS results included: 25% of the employees meeting job performance expectations, 62% exceeding expectations and 13% rating a Substantially Exceeds.

- **Turnover Data:** Staff turnover was consistent (around 19%) for both 2004-2005 and 2005-2006. During 2004-2005, 51 employees separated employment, which equated to an 18.6% turnover rate. In 2005 – 2006, 50 employees separated employment, which equated to a 19% turnover rate in staff.
- **Exit Interview Results:** HR conducted exit interviews with staff leaving employment. The following list summarizes the results of the interviews:
 - 75% felt OEPP had a positive team in upper management.
 - 67% enjoyed their job at the Governor's Office
 - 90% stated they would consider returning to the Governor's Office in the future.
 - Reasons for Leaving included: Better Pay (47%); Better Career Opportunity (30%); Better Benefits (20%) and Personal Reasons (3%)
- **Recruiting:** During 2005-2006, HR processed 76 job postings and 1,551 employment applications.
- **EEO/Diversity:** OEPP's Human Resources Office reports their Affirmative Action Plan Goal Attainment annually to the State Human Affairs Commission: Table III.7.4.1 provides a summary of goal attainment since 2003.

Table III.7.4.1

Measure	2003	2004	2005
% of Goal Attainment	95.3%	95.2%	94.9%
Ranking among state agencies	11 th	8 th	12 th *

* Ranked third highest ranking among like-sized agencies state-wide

HR reorganized the way the agency collects EEO data; a database is now used to track this information to increase our efficiency and accuracy of information presented to State Human Affairs Commission.

7.5 What are your performance levels and trends for regulatory/legal compliance and community support?

Regulatory/legal compliance is shown by acceptance of all State Plans by the federal funding sources. OEPP's Single Independent Audit included two (2) OEO programs. There were no findings and no questioned costs, and all audit findings from the previous fiscal year were resolved. Preventive internal controls put in place to prevent prior findings were accepted by the audit team.

CLIENT ASSISTANCE PROGRAM (CAP)

Performance levels are designated by the Federal Grantee.

Table III.7.5.1 CAP

Performance Measure	FY 03-04	FY 04-05	FY 05-06
Number of CAP Cases	187	165	185
Number of information and referral	4037	4309	4297

CONTINUUM OF CARE (COC)

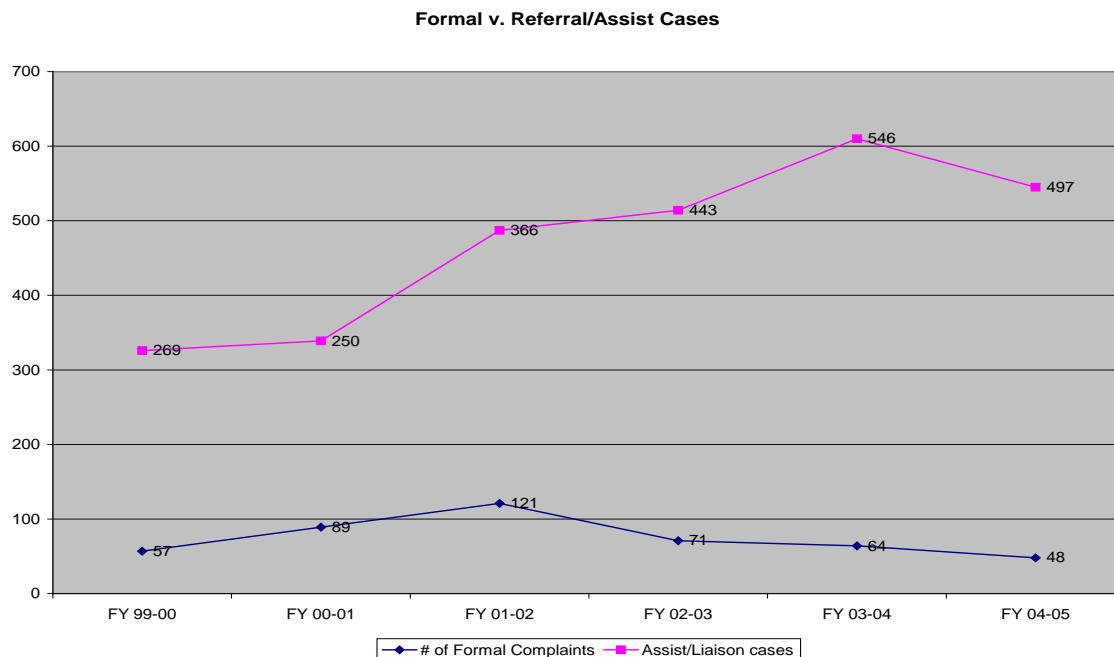
Although not related to a performance measure outlined in this report, COC measures their compliance with Medicaid regulations.

Table III.7.5.2 Continuum of Care Compliance with regulatory standards

Performance Measure	FY 03-04	FY 04-05	FY 05-06
% of WRAP funds recouped by Medicaid	0%	0%	0%
% of Case Management funds recoup by Medicaid (DHHS)	0%	0%	0%

CRIME VICTIMS OMBUDSMAN

See Chart III.7.5.3 Formal v. Referral/Assist Cases



The CVO is mandated by statute to provide three discrete services to the constituency. The first service is to serve as a referral source for crime victims and the general constituency to the appropriate element of the criminal and juvenile justice systems or victim assistance programs, or both when services are requested by crime victims or are necessary as determined by the Ombudsman. In FY 05-06, the CVO fielded 1962 incoming phone calls.

The second service provided by the CVO is to serve as liaison between elements of the criminal and juvenile justice systems, victim assistance programs, and victims when the need for liaison services is recognized by the CVO. Liaison services facilitate communication between a crime victim and the involved agency in a non-adversarial climate. Most of these cases are resolved satisfactorily so that a formal complaint does not become necessary. The opportunity to handle a liaison case mitigates the need to escalate further involvement on the part of the CVO and potentially other agencies, both local and state. The number of cases handled in a liaison capacity has increased over recent years, emphasizing the importance of the rapport established between the CVO and other assisting agencies. For FY 05-06, the total number of assists and referrals is 567.

Additionally, the CVO reviews and attempts to resolve complaints against elements of the criminal and juvenile justice systems or victim assistance programs, or both, made to the Crime Victims' Ombudsman by victims of criminal activity within the state's jurisdiction. In FY 05-06, the CVO handled 34 formal complaints. Of the 34 cases opened, 30 of them were closed within the same fiscal year. Of the 30 cases, 4 were not closed within the 4 month time period. 87% of the formal inquiries were closed and conducted within the 4 month time period.

The Office of Crime Victims' Ombudsman (CVO) conducts training for members of the criminal and juvenile justice systems as well as the general constituency of South Carolina, national and international participants. These training events represent a proactive effort to inform victims and interested parties of the Victims' Bill of Rights. When a problem has already arisen, information is given on the appropriate venue for filing a complaint. Such training was provided to South Carolina Department of Probation, Parole and Pardon Services (SCDPPP) Victim Service Coordinators, Law Enforcement Victim Advocates (LEVA) Association, Solicitor Advocates, State Office of Victim Assistance (SOVA)-Sumter, and Parents of Murdered Children (POMC). The CVO presented many other educational opportunities to constituents across the state for the FY 05-06. Regional training was provided by the CVO in the past to examine best practices for compliance with the Victims' Bill of Rights. The most recent of these regional training events was supported by Grant # 1W05037, awarded by the State Victims Assistance Program through the South Carolina Department of Public Safety, Office of Justice. A grant for regional training has been awarded for FY 06-07 with emphasis on the upstate and will encompass the 7th, 10th and 13th Circuits.

Funding for the CVO is provided by pass-through funds by the State Office of Victim Assistance. All training and presentations were conducted as normal work duties and funded by these funds other than the regional training.

FOSTER CARE REVIEW BOARD

Tables III.7.5.4 and III 7.5.5 include indicators for regular/legal compliance performance levels. Percent of reviews held timely has remained extremely high at 97% or better for the past seven years. The Annual Report has been completed timely. Volunteers and staff have been adequately training according to policy.

Table III.7.5.4 Foster Care Review Program Measures

Measure	FY 99-00	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY04-05	FY 05-06
Number of Reviews Completed	8,169	8,097	8,075	8,305	8,443	8,232	8,317
Number of Children Reviewed	4,679	4,665	4,771	4,856	4,800	4,810	4,853
Number of Review Board Meetings	410	423	416	434	431	440	431
Number of Coordinators	9.50	9.25	9.00	8.10	8.00	8.00	8.00
Number of Volunteer Hours	9,919	9,890	9,781	9,668	10,031	10,155	10,574
Children Reviewed per Meeting	19.9	19.1	19.4	19.1	19.6	18.7	19
Reviews per Coordinator	860	875	897	1,025	1,055	1,029	1,040
Volunteer Hours per Review	1.21	1.22	1.21	1.16	1.19	1.23	1.27
Volunteer Hours per Child	2.12	2.12	2.05	1.99	2.09	2.11	2.17
Number of Areas of Concern Cited	10,521	10,096	8,623	8,543	10,415	10,270	9,816
Areas of Concern per Review	1.29	1.25	1.07	1.03	1.23	1.25	1.18
Reviews Continued or Rescheduled	298	258	206	225	386	321	316
Reviews Not Held Timely	159	219	198	177	205	228	229
Average Number of Years in Care	3.5	3.5	3.3	4.5	4.1	3.8	3.6
Average Number of Placements	3.5	3.5	3.6	5.4	4.9	4.3	4.0
Percent Achieving Permanency	66%	64%	64%	64%	58%	59%	59%
Percent Recidivism	22%	18%	22%	18%	27%	24%	22%
Number of Advocacy Referrals Initiated	1,396	1,406	1,275	1,254	562	727	821
Number of Training Sessions Conducted for Staff & Review Board Members	Not Measured	Not Measured	10	8	7	9	11
Number of Presentations Given for Outside Entities	Not Measured	Not Measured	17	18	12	13	23

Table III.7.5.5 Foster Care Review Case Review Compliance

Measure	FY 99-00	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Percent of Reviews Completed Timely	98.1%	97.3%	97.5%	97.9%	97.6%	97.8%	97.7%